FACTORS INFLUENCING IMPLEMENTATION OF PRINCE2® FRAMEWORK IN DEVELOPMENT OF MORTGAGE FINANCE PRODUCTS: A CASE OF HOUSING FINANCE, KENYA

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A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTERS OF ARTS IN PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI

2013

DECLARATION

This research project is my original work and has not been submitted for a degree or any other examination body in any other university.

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This project has been submitted for examination with my approval as university supervisor.

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DEDICATION

This project is dedicated to my wife Winnie and daughters Ngina and Nyawira for giving me the time and space to work on it. To my parents Mr & Mrs Njuguna who have been supportive over the years and finally to God who gives the ability to start and complete such a project.

ACKNOWLEDGEMENT

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ABBREVIATIONS AND ACRONYMS

APMP	Association of Project Management Professional
BBK	Barclays Bank of Kenya
CCTA	Central Computer and Telecommunications Agency
DBP	Death By PRINCE2
GBP	Great Britain Pounds
HF	Housing Finance
ICT	Information, Communication and Technology
ILX	International Learning Exchange
KES	Kenya Shillings
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-governmental Organizations
PINO	PRINCE2 In Name Only
PMBOK®	Project Management Body of Knowledge
PMO	Project Management Office
PMP®	Project Management Professional
PRINCE	Projects IN Controlled Environment
PROMPT	Project Resource Organization Management Planning Technique
QUAL	Qualitative research
QUAN	Quantitative research
SPSS	Statistical Package for the Social Sciences
UK	United Kingdom
UNDP	United Nations Development Program
UNOPS	United Nations Office for Project Services
USA	United States of America
USD	United States Dollars
WFP	World Food Program

ABSTRACT

Projects IN Controlled Environment (PRINCE2) is a project management framework that has been used for more than 20 years. It was introduced at Housing Finance (HF) because of the need to have a framework that would guide managers to undertake projects and save the organization's resources from projects that were not viable. These projects included product development projects which extensively used the framework. PRINCE2 has been criticized as being too detailed and bureaucratic to be of use in small to medium sized projects. HF employees have questioned its efficacy in delivery of mortgage products on time therefore affecting HF's competitiveness in the market. The study identified four factors that have affected the implementation of PRINCE2 framework in the development of mortgage products and these factors included training, acceptability, adaptability and ease of use. The purpose of the study was to investigate factors influencing the implementation of PRINCE2 framework in development of mortgage finance products with special reference to Housing Finance. The research objectives of the study were to investigate how training influences the implementation of PRINCE2 in development of mortgage finance products, to examine how adaptability of the framework influences the implementation of PRINCE2 in development of mortgage finance products, to determine how acceptability of the framework influences the implementation of PRINCE2 in development of mortgage finance products and to assess how ease of use influences the implementation of PRINCE2 in development of mortgage finance products. The target population was 19 members of employees that were knowledgeable about PRINCE2 either through formal training or internal training. The target population was drawn from HF employees who were actively involved in development of mortgage products using PRINCE2 framework. This study sampled all employees engaged in product development and hence it was a census study. The study combined both quantitative and qualitative approaches in what is referred to as mixed research methodology. It incorporated self-completion data collection method where all respondents were given a questionnaire to complete. The data analysis had aspects of both quantitative and qualitative research. The researcher used Excel spreadsheets to analyze quantitative data while for the qualitative data, the major themes were identified which formed the basis for analyzing the qualitative data. The study found out that the experiences of employees that were formally trained and those trained internally were significantly different with the former having a better appreciation of PRINCE2 framework. Most internally trained employees felt that the framework was too complex to be adapted to small scale product development projects. The study further showed that HF management was instrumental in influencing the acceptability of the framework but this by itself was not adequate. It required a culture change and a level of organizational maturity for the framework to be fully accepted and appreciated. Eventually, the employees rated the framework as somewhat user-friendly citing that its thoroughness – a positive aspect of the framework - had made it bureaucratic for faster development of mortgage products. On cross tabulating some indicators of the independent variables and how they influenced implementation of PRINCE2, there was no relationship. The study recommended that management consider annual training of employees on the PRINCE2 framework as well as being open to new project management framework such as PMBOK. It also recommended that HF offer incentives to employees who choose to self-sponsor themselves to learn about PRINCE2 framework. Finally, it recommends the establishment of a project management office that not only manages HF's project portfolio but also plays an advisory role for employees engaged in any project including mortgage product development.

CHAPTER ONE
INTRODUCTION

1.1. Background of the Study

Projects IN Controlled Environment (PRINCE) is a structured method for effective project management. The method was first established in 1989 by the Central Computer and Telecommunications Agency (CCTA). On establishment it was the only method which was available in the public domain (Newman, 1997). PRINCE was developed from Project Resource Organization Management Planning Technique (PROMPTII), a project management method created by Simpact Systems Limited in 1975. PROMPTII was adopted by CCTA in 1979 as the standard to be used for all government information system projects. PRINCE superseded PROMPTII in 1989 within government projects.

CCTA (now the Office of Government Commerce) continued to develop the method, and PRINCE2 was launched in1996 in response to user requirements for improved guidance on project management on all projects, not just information systems. PRINCE2 framework was based on the experience of scores of projects, project managers and project teams, who contributed in terms of mistakes, omissions or successes. Today, PRINCE2 is the de facto standard used by the UK government and is widely recognized and used in the private sector, both in the UK and internationally (Office of Government Commerce, 2005).

PRINCE2 is a method, a framework, an umbrella under which project management can be undertaken with efficacy. PRINCE2 provides guidance on what to do (in order to run a project) and why it should be done the way it's done, but draws the line at prescribing how to do it. PRINCE2 is about managing projects not about doing the work and this is a subtle difference that must be appreciated fully to understand and implement PRINCE2. If PRINCE2 concerned itself with doing then it would cease to be generic and lose some (or, indeed, all) of its efficacy. (Clarkson, 2010)

PRINCE2 is widely used in both the public and private sector and has increasingly been used in several countries outside the UK, including USA, Australia, New Zealand, the Netherlands, France, Italy, Hong Kong, South Africa, Croatia, Poland and many other countries worldwide. The widespread uptake of the methodology began in the Netherlands and Australia, before its adoption

gradually spread to other parts of the world. Due to its widespread uptake, the core PRINCE2 guides, as well as the exams accredited by the APM Group Limited, have been translated into a variety of languages.

The uptake of PRINCE2 in the Netherlands was best demonstrated by the implementation of the framework by Rabobank Group. Rabobank Group is a full-range financial services provider founded on cooperative principles and is a global leader in sustainability-oriented banking. The Group comprises of independent local Dutch Rabobanks, a Central Organization (Rabobank Nederland), and a large number of specialized (international) offices. By adopting the framework, Rabobank hoped to enhance transparency in project management, have a unified way of communicating, to effectively and efficiently appoint project managers. PRINCE2 was seen to match their bank's objectives in that it was an almost perfect alignment with Rabobank's strategy which was business case driven. It was also pragmatic and objective and already recognized worldwide.

PRINCE2 has been accepted in Asian countries including China, where its adoption began by translating the Manual into Chinese. China Machine Press began publishing the Chinese version of the PRINCE2 manual in November 2004 with more than 3,000 copies sold to date. In preparation for the first ever Chinese exams, PRINCE2 examination body - the APM Group Limited - opened an office in Qingdao, China. One of the reasons why PRINCE2 was adopted by many organizations in countries such as China included the fact that customizing a set of standards would have been a time-consuming and very costly affair. It is said that takes anything from 6 to 12 months, and many thousands of man-hours, to complete a set on Project Management standards. According to estimates in Project Manager Today magazine, it costs between GBP100,000 and GBP250,000 to develop a project mangement framework (Haughey, 2002). This is equivalent of KES 13,700,000 and KES 34,250,000 with the current exchange rate (Central Bank of Kenya, 2013) Apart from developing the framework organizations have to launch the process internally and educate everyone involved in projects within the organization, and that can cost the same amount again. They also have to continue doing this when new employees are recruited and existing trained employees move on from the organization. (Kippenberger, 2005)

There are many organizations that have trained employees and implemented the framework and some of the organizations include GlaxoSmithKline, United Nations Development Program

(UNDP), World Food Programme (WFP), Deloitte, Vodafone and Barclays. To ensure robust and streamlined project management practices, United Nations Office for Project Services (UNOPS) chose to use PRINCE2 for its flexibility and adaptability to all types and sizes of project. Specifically, UNOPS choice of PRINCE2 was to examine business justifications, helps identify roles and responsibilities, and defines deliverables, timelines and tolerances. Therefore UNOPS put managers firmly in control of resource use and project and business risk. In line with its commitment to transparency and accountability, UNOPS ensured that all budgets and expenditures were carefully controlled and that any unspent project funds were returned promptly to the partner (UNOPS, 2008).

Barclays introduced PRINCE2 framework in its operations worldwide and its adoption in Africa was spearheaded by Barclays Africa. In Kenya, the framework was widely used in Barclays Bank Kenya (BBK) in change management projects that were being undertaken between 2005 and 2008. PRINCE2 was introduced in Housing Finance (HF) in 2008 as part of managing the various projects that were set in motion to transform the organization to become more competitive in the market. Prior to the introduction of PRINCE2 at HF, it had been noted that some of the projects were running without a distinct start and end therefore resources would be utilized without quantifiable outcomes hence management felt that projects needed to be deliver outcomes otherwise they should wind up. Jason Charvat in his book Project Management Methodologies observed that "adopting an incorrect methodology or having no project management framework in place could very easily cause an organization to have schedule and cost slippages, miscommunication within the team, wastage of time on administrative tasks that have no purpose, reliance on technical wizardry to get projects done and project management burnout" (Charvat, 2003)

HF established the need to have a framework that would guide managers as they undertook projects in order to save the organization's resources from projects that were not viable. Twelve members of employees from across departments and hierarchy in the organization were identified and trained by an external consultant on PRINCE2, which was the 1996 version but the manual used was a 2005 edition. All the 12 employees went through the Foundation level and those who passed the examination went on to the Practitioner level. The framework was applied in various HF projects but the projects that consistently applied the framework were mortgage product development projects. In order to apply it effectively on product development projects, the framework was tailor-made by

reducing some of its requirements and benchmarking it with other organizations in Telecommunications and Pharmaceutical sectors. This included incorporating Stage Gate method of product development in order to ensure that the product development process had milestones which would ensure management's input at each stage hence justifying utilization of resources along the product development process. The revised PRINCE2 was then adopted as the framework to be used in development of mortgage products. Apart from the 12 members of employees who were formally trained, a few members of employees learnt about the PRINCE2 framework through hands on approach as they got involved in actual product development projects while others learnt through internal training from the employees that had been formally trained. Apart from a project management framework, mortgage product development involved key stakeholders and therefore a multi-disciplinary product development team was constituted and mandated to develop and review HF mortgage products. In any product development project across the various industries and sectors, it is good practice to have a good mixture of people (6 to 10 individuals) drawn from various disciplines to be involved in the process in order to maximize the range of perspectives and understanding of the issues affecting the product. (Wright, 2004).

1.2. Statement of the Problem

Many project management frameworks have been criticized as being too detailed and bureaucratic to be of use in relatively small projects and PRINCE2 is no exception. Some project managers have argued that PRINCE2 was initially meant for ICT projects and later tailored to suit other industries and therefore failed to comprehensively address the unique issues that are found in other industries (HiLogic, 2009). Since the introduction of PRINCE2 in 1996, there has been feedback from users globally to revise the framework to maintain its relevance to project managers across industries and cultures worldwide. PRINCE2 was later revised in 2005 to address some of the concerns put forward by project managers a good example being the research study done by Queensland University of Technology (2010).

As earlier indicated, PRINCE2 framework was introduced to HF to manage change as the organization geared to become competitive and profitable in the market. Some of the projects being handled at that time involved development and review of mortgage products to make them relevant and competitive in the market. By the time the researcher was conducting this research, PRINCE2 framework had been in use at HF for at least 4 years with most employees involved in development

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of mortgage products having various views about the framework and its application to project management. Whereas members of employees appreciated the framework's thoroughness, majority found implementing the framework quite a challenge hence questioning its efficacy in delivery of mortgage products within the required time. This had an implication on HF's competitiveness in the market since it took long to launch products and therefore the organization found it challenging to achieve the first-mover's advantage. The varied experiences amongst employees on PRINCE2 framework as applied in development of mortgage products prompted the researcher to study 4 main factors that have influenced the implementation of PRINCE2 framework in the development of mortgage products since, as Charvat (2003) noted, there are no many publications that have addressed the area of project management methodologies and templates.

1.3. Purpose of the Study

The purpose of the study was to investigate factors influencing the implementation of PRINCE2 framework in development of mortgage finance products with special reference to Housing Finance.

1.4. Objectives of the Study

The following were the research objectives of this study:

1. To investigate how training of employees influences the implementation of PRINCE2 in development of mortgage finance products.
2. To examine how employee adaptability influences the implementation of PRINCE2 in development of mortgage finance products.
3. To determine how employee acceptability influences the implementation of PRINCE2 in development of mortgage finance products.
4. To assess how ease of use by employees influences the implementation of PRINCE2 in development of mortgage finance products.

1.5. Research Questions of the Study

The following were the research questions for the study:

1. How does training of employees influence the implementation of PRINCE2 in development of mortgage finance products?
2. How does employee adaptability influence the implementation of PRINCE2 in development of mortgage finance products?

3. How does the employee acceptability influence the implementation of PRINCE2 in development of mortgage finance products?

4. How does the ease of use by employees influence the implementation of PRINCE2 in development of mortgage finance products?

1.6. Significance of the Study

There are a number of project management frameworks that are used worldwide. They all operate within the general principles of project management seeking to deliver projects within the constraints of time, scope, budget and quality. Some of the project management frameworks are said to be too detailed and PRINCE2 alongside other framework like PMBOK are mentioned often. One of the significance of this study is to show how pragmatic some of these frameworks are when applied in a real local corporate environment to deliver products and services.

The introduction of PRINCE2 framework in the organization involves the utilization of the organization's human and financial resources. Currently, it costs USD1350 (KES 113,400) per delegate for PRINCE2 Foundational certification and USD1300 (KES 109,200) for PRINCE2 Practitioner certification (ILX Group, 2010). This is a significant amount of financial resources required to train a number of employees. Therefore this study was of great interest to the management and employees of HF who were key stakeholders and informants of the study. The researcher cannot overemphasis the fact that there are no many publications that have addressed the area of project management methodologies and templates (Charvat, 2003), this study can be used to enlighten other organizations that have adopted similar universally accepted project management frameworks hence contributing toward building the body of knowledge in the project management discipline.

The company invested heavily in training a few employees with hope that they would in turn cascade and spearhead the adoption of the framework as a way of managing all projects at HF. After such an investment, the researcher found this study instrumental in getting a snapshot of how the framework was deployed in developing and reviewing of mortgage products at HF. The researcher was cognizant of the fact that there are other factors that could have affected the implementation of the framework but the major factors identified through discussions with some of the users included training, acceptability, adaptability and ease of use. The study was therefore relevant in showing how the identified factors affected the implementation of the framework in development of mortgage

products at HF. The study would greatly interest HF since it will enable management to obtain feedback on the experiences of employees while implementing PRINCE2 framework including any recommendations on what should be done to make it this and other frameworks more effective.

1.7. Basic Assumptions of the Study

The main assumption was that all Housing Finance employees involved in development of mortgage products were aware about the PRINCE2 framework. The other assumption was that the principles set out in PRINCE2 were applied in the development of all mortgage products at HF even though the framework had been adapted to the HF situation before it application in development of mortgage products.

1.8. Limitations of the Study

There were some anticipated limitations that affected the research including the fact that some of the employees that were trained on PRINCE2 had since left the organization by the time the study was being conducted. However, out of the total 20 employees that were trained and those that learnt internally a significant number of the employees were still working at HF and therefore it was still possible to get a significant number of trained employees as well as those that are aware about the framework through learning on-the-job.

Another limitation the researcher had envisaged was on confidentiality of banking information since many financial institutions have an obligation to maintain and protect their customer and intellectual property. However, the research was in no way going to use information from any customer and the only limitation that was being addressed was on whether the information share would infringe on intellectual property hence giving away of competitive data and information. It was noted that since PRINCE2 is a universal framework that is accessible to the public as permitted by the UK government, the framework itself was not 'confidential' and therefore could not be claimed to be intellectual property of HF. However, to avoid any anxiety from the management, the instruments were approved by the Assistant Manager Marketing to ensure that the information being sought would not require the respondents to divulge any information that would jeopardize HF's competitive edge.

Another limitation was the lack of time by the respondents to participate or complete the instruments provided resulting in delays in gathering data and subsequent analysis and report writing. The

researcher therefore made the instruments short and user-friendly for the employees to complete with guidelines to assist the respondents. Even with such measures taken there were instances when the respondent did not understand the questions or cases where the respondent understood the questions differently from what the researcher intended in which case the researcher took time to clarify or sit with the respondent to assist in clarifications and at the same time ensuring the completion rate was high.

1.9. Delimitations of the Study

This study focused on the implementation of PRINCE2 framework in HF which is currently the only mortgage finance company in Kenya. With 4,000 mortgage accounts and a mortgage loan value of KES 16.9 Billion (Central Bank of Kenya & World Bank, 2010 this study examined the application of the framework in development of mortgage finance products hence the respondents involved were strictly HF employees that have been trained on the framework as well as those that have learnt the framework through internal training and / or application of the framework in developing a mortgage product. Further, the application of the framework was restricted to the development and review of mortgage products and not other bank projects such as IT projects. This is because the framework was used frequently and extensively in the development of mortgage products more than any other project.

1.10. Definition of Significant terms used in the Study

PRINCE2 – In this is study, it was referred to as a *'framework'*. In other texts it is commonly referred to as a methodology. PRINCE2 is a structured method for effective project management.

Project Management Framework - A policy guideline and documented procedures for how projects are planned, executed and delivered based on proven project management methodologies, to ensure projects are completed on time and on budget. There are parts of the report that have used the term *'framework'* and *'methodology'* interchangeably due to the fact that some of the project management practitioners who have been quoted in the report have used the term *'methodology'* in reference to the framework. The decision to use the term *'framework'* was guided by the comprehensive study done by the Queensland University of Technology (QUT) on PRINCE2 and its application by project managers in various industries.

Mortgage Finance Products – This refers to loan products and related financial products such as transactional and savings accounts that eventually enables a customer to own a property for occupation or commercial purposes. Mortgage loan products are general repaid in the long term with the duration lasting for up to 20 years. However, there are few mortgage related products that may be short-term in nature depending on the purpose for which the loan is taken as observed with a number of customers who take up equity release loans

Employee adaptability of PRINCE2 framework– This referred to the ability of PRINCE2 framework to be tailored to the needs of the organizations and more importantly development of complicated as well as simple, straightforward mortgage products. In the study done at QUT, the term *'tailoring'* was used to mean adaptability.

Training of HF employees– This refers to the instructions given to HF employees through various modes such as in a classroom, e-learning, reading PRINCE2 manuals, internal training or on-the-job training of HF employees.

Employee acceptability of PRINCE2 framework – This refers to how well or otherwise the trained HF employees embraced PRINCE2 as a framework whose principles could be applied in development of mortgage products.

Ease of use of PRINCE2 framework – This simply refers to how user-friendly the PRINCE2 framework was to HF employees.

1.11. Organization of the Study
The first chapter of the study is organized in a progressive format that starts with the background of the study, the statement of the problem, the purpose and the objectives of the study. This is followed by a list of the research questions, the significance of the study, delimitation of the study, limitation of the study, assumptions of the study and the definitions of the significant terms used in the study.

Chapter two of the study includes a detailed literature review based on the study. The literature is organized around the four themes of the study in line with the four objectives which are training, adaptability, acceptability and ease of use of the PRINCE2 framework. The researcher structured the discussion of the themes broadly and then focused on the four themes in relation to project management framework.

Chapter three of the study is based on the research design the researcher used while collecting data. A detailed analysis of the study area, target population, the sample and the sampling techniques, the research instrument used including its validity and reliability were also given. An operationalization table for all variables used is indicated and collection procedures and data analysis techniques were explained.

Chapter four of this study is based on the analysis, presentation and interpretation of data collected using the questionnaire. The researcher divided the questionnaire into four sections and the data collected from each one of those sections was analyzed using the frequencies, percentage and Chi-square test for cross tabulated data. The use of the Chi-square tests was meant to establish if there exists any relationship between the variables.

Chapter five of this study is based on the summary, discussion, conclusions and recommendations that the researcher felt would be necessary for implementation or for further research.

The last part of the study considers the appendices which include the questionnaire for the respondents.

CHAPTER TWO
LITERATURE REVIEW

2.1. Introduction

This chapter looks at four themes drawn from the study objectives and discusses what others have written generally on the theme and then in relation to the PRINCE2 framework. These themes are in the area of training, adaptability, acceptability and ease of use.

2.2. Training and implementation of PRINCE2 framework

Lindeman (1926) in The Meaning of Adult Education contended that teachers and textbooks should play a secondary role with the learner being the primary focus in adult education. Lindeman viewed the learner's experience as paramount. He believed that if education was life, then life was also education. He viewed experience as the adult learner's textbook. "Authoritative teaching, examinations which preclude original thinking, rigid pedagogical formulae all these have no place in adult education...Small groups of aspiring adults who desire to keep their minds fresh and vigorous; who begin to learn by confronting pertinent situations; who dig down into the reservoirs of their experience before resorting to texts and secondary facts; who are led in the discussion by teachers who are also searchers after wisdom and not oracles: this constitutes the setting for adult education, the modern quest for life's meaning." In the last twenty-five years, theorists have attempted to identify characteristics of adult learners in order to aid practice. Historically, John Dewey advocated that education should be measured by whether or not it created a desire for the learner to continue to grow. It was noted that there are two distinguishing traits in adult learners: the autonomy of direction of learning and the use of experience as a resource. Self-directedness was a general focus of adult learners. (Brookfield, 1986)

Gibb (1960) developed what has been referred to as a Functional Theory of Adult Learning. He stated that learning should be problem and experience centered and meaningful to the learner. Adults preferred to plan their own educational paths, and most generally chose educational topics and subjects that they could directly apply in their own classrooms. Similarly, Knox (1977) made broad observations about adult learning. He believed that adults learned continually and informally as they adjusted and adapted to changing roles and other conditions in life. Brundage and Mackeracker (1980) agreed, stating that adults learned throughout their lifetimes and that it was through experience that learners were able to gain meanings and to create frameworks. These theorists

contended that the teachers of adult learners should respect adult experiences and apply them to current situations to produce good educational results. They also believed that adult learners were motivated to learn if the subject matter was relevant to their current role and transition period. Finally, they found that for the most effective learning to occur, participation in learning should be voluntary. Smith wrote of six observations of adult learning it was lifelong, personal, involved change, was part of human development, involved experience and was partly intuitive

Smith (1982) further contended that the developmental stages of the students generated different conditions for learning, and that what was learned should be related to the students' developmental changes and life roles. He added that the climate of learning should be non-threatening, recognizing various styles of learning. Other researchers have studied the adult learner, each in an attempt to improve the education of these learners.

Effective project management training emphasizes structure, creativity and flexibility. The right type of training can offer multiple benefits to an organization to provide a tighter control over resources and an improved level of project risk. It can also raise the management skills of individuals, providing them with greater work satisfaction and long-term career prospects (Edmonds, 2010). Training in a project management framework forms a basis for the implementation of the framework in an organization. Training increases chances of success in implementation and indeed adoption of the framework in an organization. However, much as training is critical in implementation, there are factors that affect successful implementation. This includes the actual application of the principles learnt after the qualifications. There are also challenges of having qualified individuals that may have little project management experience hence individuals that have a theoretical background but cannot implement. According to a study conducted by Queensland University of Technology (2010), the scope of the PRINCE2 certification was seen as too limited. The respondents recommended that certification be made more practically oriented or competency-based. Several suggestions were advanced by the respondents including the fact that PRINCE2 certification structure should be extended to recognize experience in the application of the PRINCE2 framework to actual projects. This, they suggested, could be offered as an additional accreditation, preserving the value of the existing certification. Although ranked slightly lower, they also proposed that PRINCE2 be aligned with a competency model which promotes teamwork, and that an accreditation scheme be introduced for PRINCE2 coaches.

The training of project managers and users of PRINCE2 by the accredited trainers has been made as flexible as possible for the adult learners. There are options that range from classroom training, e-learning, a blend of classroom and e-learning as well as self-study of the methodology. This is to enable the users to learn in most convenient way they can amidst their busy schedules at work. Learning amongst adult learners becomes relevant when they are able to relate what is being learnt to their experiences in life. Therefore, you will find that project managers who are experienced in project management can draw a lot from PRINCE2 training than those who do not have any experience in project management. Employees who will immediately utilize the skills learnt will also tend to appreciate the training. However, employees who do not have experience or those who do not see how it will be relevant to their careers will only tend to a theoretical background on the framework. Trotter (2006) expounds several theories on adult learning. This study specifically looks at the Functional Theory in Adult Learning and relates it to the subject matter.

According to the official PRINCE2 website (APM Group, 2007), there are several levels for individuals that wish to get qualifications in PRINCE2. There are 4 levels which include Foundation Examination whose purpose is to confirm the individuals have sufficient knowledge and understanding of the PRINCE2 method to be able to work effectively with, or as a member of, a project management team working within an environment supporting PRINCE2. The foundation qualification is also a pre-requisite for the practitioner qualification. The Practitioner Examination is to confirm that one has achieved sufficient understanding of how to apply and tailor PRINCE2 in a scenario situation. PRINCE2 Professional is the next step for PRINCE2 Practitioners looking to further demonstrate their expertise in the PRINCE2 method. This level will test your ability to manage a non-complex PRINCE2 project across all aspects of the project lifecycle. Finally all PRINCE2 Practitioners should be re-registered within 3-5 calendar years of their original certification.

Individuals do not need to be formally trained to sit for PRINCE2 examinations but it is highly recommended that training be done prior to sitting the examinations. In addition to receiving accredited training, individuals also have the option of self-study to prepare for the examinations. APMG-International administers public exam sessions around the world to accommodate those who opt for self- study.

2.3. Adaptability and implementation of PRINCE2 framework

The nature of work and organizations is changing. Over three decades ago, Terreberry (1968) observed that future organizational environments would evolve to become increasingly turbulent and unpredictable. The dynamics and uncertainty associated with the constellation of external forces that impact organizations create pressures for innovation, flexibility and adaptability. Adaptability as an individual, team and organizational capability is increasingly critical to effectiveness.

The term 'adaptability' is particularly applicable in the context of economic crises, political turmoil, and environmental concerns, coupled with rapid technological innovation, which leads to significant social changes. To adapt generally means to make something suitable for a new use, purpose or situation. Therefore organizations adapt to change and project managers are often required to adapt to new environments, technologies, expectations and situations. Adaptation is a fundamental property of matter, organizations and people. It is refined over time in trial-and-error fashion as individuals learn, experiment and adjust to new conditions. Above all adaptation provides a smart approach to problem solving by emphasizing learning through interaction, responsiveness, adjustments, feedback, and recognition of complexity and ambiguity inherent in situations. (Dalcher, 2013)

There are a number of overarching perspectives in three inter-related streams. First is Resilience which refers to recovery from shock and turbulence, the abilities to absorb change and disruption and keep the range of options open and deal with an unexpected future are crucial to adaption and survival. Learning to deal with the unknown through resilience while maintaining the core purpose requires the capability to bounce back and enables managers to cope with surprises and adjust accordingly. Secondly, flexibility which often relates to the variety available within a system. Flexibility implies a diversity of potential solutions and options and the operational capability to adjust and divert from one potential response to another acceptable state in reaction to emerging trends and events. Finally, evolution which is the process of interacting with the environment, changing, responding and adjusting. It is often explored through the lens of local ecology and its inherent dynamics, evolution can also be viewed as the potential for endless form and innovation, or a focus on continuous improvement. (Dalcher, 2013)

PRINCE2 has often been seen as bureaucratic or only applicable to large-scale projects. While much effort was made in 2009 to revise PRINCE2 to include aspects of tailoring to the appropriate

environment and scale of the project, it does not provide detailed guidance in one place as a valuable resource for the project manager operating in a PRINCE2 environment running a small project (Ferguson, 2011).

There are seven processes in PRINCE2 comprising 40 activities, up to 12 baseline documents (or 'Management Products' as they are referred to), six records, up to eight reports, nine roles and many further activities described in each of the themes. For larger projects the method still needs to be tailored, but for smaller projects there is need to produce a light-touch version of PRINCE2 to improve accessibility and ease of use. As one manager of smaller projects observed, "I will have finished the whole project by the time I have read through and tailored PRINCE2!" (Ferguson, 2011).

PRINCE2 has been lauded for being thorough but at the same time being too complex to handle small scale projects which are quite common at HF. This has been experienced especially when reviewing already existing mortgage finance projects which may not require the outlined PRINCE2 processes. In an online discussion forum, some of the critics of the framework argued that whereas the proponents of the framework insist that it can be scaled down to small projects by skipping some of the processes, critics argue that the very fact that it was designed for large project in itself shows that it cannot be scaled down without compromising some fundamentals of the framework. One of the participants described scaling down the framework as having PRINCE2 presented as a Boeing 777, while I only need a bicycle. "Now, if you tell me that I can remove most parts of the Boeing to end up with a bicycle, then I tell you I'd rather just have a real bicycle." Others have argued that the very acronym for PRINCE (Projects IN Controlled Environment) presupposes that it is only applicable in 'controlled' environments and not suitable for 'dynamic-ever-changing' environments such as ICT (Appelo, 2008).

The major drawback with PRINCE2 over the years has been its application to small projects. The PRINCE2 2009 literature includes a section on tailoring for the PRINCE2 Environment which is a substantial step forward but still doesn't address all the issues. The problem is that project managers and team members are always trained on the full PRINCE2 method but in most cases the projects they then work on do not justify the full weight of the method (and its documentation) being applied. This leaves the new project manager with a problem. Firstly is to tailor or scale the method to match

their particular project environment. As these project managers lack experience in PRINCE2 it should hardly be a surprise that most of them either cut too much resulting in what is termed as PINO (PRINCE2 In Name Only) or apply too much ending up with DBP (Death By PRINCE2). The PRINCE2 2009 version was designed to be better in regard providing some useful recommendations about how particular PRINCE2 environments can be addressed but it still left the project manager to propose an approach. Of course with every Project Manager in the organization does their own tailoring of the methodology and very soon the organization is not running PRINCE2 but are running a wide range of tailored PRINCE2 methods. This isn't too much of an issue for each project manager, but for team members working on multiple projects each of which will have been tailored differently hence it becomes confusing for the team members. This is not restricted to PRINCE2 only, same issues occur with other methodologies too hence the need to adapt methodologies depending on the complexity of projects. (Prosis Solutions Limited, 2010)

According to the research done by Queensland University of Technology, despite the expanded guidance on tailoring (the equivalent term used in this study to refer to adaptability) in the revised PRINCE2 2009 release, tailoring was still seen as a significant topic as the issues identified by the respondents that participated in the PRINCE2 research (Queensland University of Technology, 2010). The study included both PRINCE2 and 'non-PRINCE2' users. According to the PRINCE2 respondents that were involved in the study, some organizations were still adopting a 'one-size-fits-all' (Shenhar, 2001) in their approach to PRINCE2. Interestingly, one of the chief concerns from the study was the problems caused by inexperienced project managers tailoring (adapting) PRINCE2. This, coupled with the difficulties involved in tailoring, underscored the need for comprehensive and easy to follow guidance.

2.4. Acceptability and implementation of PRINCE2 framework

Kotter (1998) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model have shown that the change process goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. Kotter's eight step approach to change management is as follows: Step one, people typically prefer the status-quo. Change means uncertainty about what the future looks like. Uncertainty makes people uncomfortable. Furthermore, people tend to mistrust things about which they are uncertain. That is why people avoid change. To

encourage people to assist with the change, you must create a sense of urgency. Step two is similar to interventions in drug treatment. You can try and battle the resistance to change that people have by yourself, or you can make your life much easier by enlisting the help of others. To counteract resistance, one option is to form a powerful coalition of managers to work with the most resistant people. In step three, while it is not impossible to get things done without a definite plan of action, it is much simpler (and you get more cooperation) if there is a clear plan in place. Since the status quo is more comfortable for most people, they are likely to revert to 'business as usual' and not flow with changes without a plan in place. Creating a vision and the strategies for achieving the vision will help expedite the change. In step four, if people do not know that change is coming or has occurred, they are more likely to resist the change. Assume that a co-worker makes the following statement: "What's wrong with you? That's not the way we're doing that anymore!" Such a comment makes it clear that some 'big' news about changes in the workplace has somehow escaped you. If that is the case, it is probably because management failed to communicate the vision throughout the organization change. In step five, remembering once again that people tend to prefer the status quo and are apprehensive about new experiences, they must be encouraged or inspired to change. Also, if you want them to do something new, you will probably get more cooperation from them if you teach them how first and then give them the new tools necessary to do things the new way. This step empowers others to act on the vision by removing barriers to change and encouraging risk taking and creative problem solving change. Step six is an extension of step five where people need to be rewarded when they break away from old behaviors and do something that is new and desirable. Basically it is positive reinforcement. This is the step where you plan for, create and reward short-term 'wins' that move the organization toward the new vision change. By step seven, resistance should be diminishing, but you still need to observe actions. It is that same status quo thing. So, you nurture the change and make adjustments as necessary change In the final step, when it comes to work, you can never tell someone enough about all the good reasons why the things they do make them and the company a success. Otherwise, some people will tend to behave as if they have no reason to do anything differently than they did before. So, to make the changes more permanent, you should reinforce them by demonstrating the relationship between new behaviors and organizational success change (Kotter, 1998).

Acceptability commences at the senior management level in the organization. Once the framework is accepted at that level, it becomes easier to cascade the framework to the rest of the users. The

disadvantage of this approach is the fact that junior employees perceive it an imposition from the superiors and therefore accept to use the methodology without giving it relevance to the project at hand. In the study conducted by Queensland University of Technology (2010), they showed that coaching and mentoring was important to overcome cultural resistance to introduction of project management framework. Mentoring and coaching was identified as important in ensuring that competency levels of the teams involved in the various projects were kept high.

Acceptability of a project management framework also requires a culture change among the employees of the organization. Getting people to become better project managers requires them to do things differently, managing projects more actively, consistently, and rigorously. It also requires different behaviors of the people who work on projects and the clients of the projects. Because introduction of new project management framework requires changes in the way people do their jobs, such efforts require organizational change management initiatives.

People tend to follow the path of least resistance. For example, for a graduate of project management training to actually apply what he or she has learned, introducing new project management concepts must not add more work or consume more time than the person's previous approach. Unless the process is perceived as an improvement over previous work methods, people will soon revert to their old, comfortable ways. People also need positive reinforcement. The organization needs to offer rewards and recognition—financial or otherwise—for the use of project management concepts. People should be rewarded both for their contribution to project outcomes and for how they contributed. Those to whom project managers report need be rewarded for the coaching, support, and oversight that they provide; they need to be held accountable and rewarded for the success of their project managers (Longman & Mullins, 2005).

Driving culture change requires much more than simply teaching new skills, although training certainly plays a part. The management must evaluate aspects of the organization that drive behaviors. Processes that drive good project management behaviors must be reinforced while processes that are barriers to good project management must be changed or eliminated. Resistance to the change must be accounted for, expected, and then overcome. In some companies, it's easier for employees to buy into the new processes if a consultant is saying they need to do it. This is similar to the dilemma many parents face with their children who will listen to teachers, doctors, or other

outsiders, but they won't listen to their parents. Other companies are antagonistic toward outside parties; in these companies, using a consultant partner would do more harm than good. (Mochal, 2002)

2.5. Ease of Use and implementation of PRINCE2 framework

The terms ease of use, usability, user-friendly are widely used in the area of ICT to breakdown the often complex computer-based interaction to ways in which a 'layman' can easily interact with. The term 'ease of use' is used interchangeably with usability. The definition of usability is sometimes reduced to "easy to use," but according to Quesenbery (2001) this over simplifies the problem and provides little guidance. A more precise definition can be used to understand user requirements, formulate usability goals and decide on the best techniques for usability evaluations. An understanding of the five characteristics of usability – effective, efficient, engaging, error tolerant, easy to learn – helps guide the user-centered design tasks to the goal of usable products. The definition of usability in the ISO 9241 standard is: "the extent to which a product can be used by specified users to achieve specified goals with effectiveness, efficiency, and satisfaction in a specified context of use" This definition can be expanded, and made more comprehensive, by including five characteristics which must be met for the users of a framework. These characteristics include effectiveness, efficiency, engagement, error tolerance, easy to learn (Quesenbery, 2001).

Effectiveness is the completeness and accuracy with which users achieve specified goals. It is determined by looking at whether the user's goals were met successfully and whether all work is correct. It can sometimes be difficult to separate effectiveness from efficiency, but they are not the same. Efficiency is concerned primarily with how quickly a task can be completed, while effectiveness considers how well the work is done. Not all tasks require efficiency to be the first principle. For example, in interfaces to financial systems (such as banking machines), effective use of the system - withdrawing the correct amount of money, selecting the right account, making a transfer correctly – are more important than marginal gains in speed. This assumes, of course, that the designer has not created an annoying or over-controlling interface in the name of effectiveness. The quality of the user assistance built into the interface can have a strong impact on effectiveness. The effectiveness of an interface often relies on the presentation of choices in a way that is clearly understandable to the user. The more informative an interface can be, the better users are able to work in it without problems. Good interface terminology will be in the user's language and

appropriate to the task. Another design strategy to increase effectiveness is to offer redundant navigation, especially for ambiguous situations. Although this may create inefficient paths, it allows the user to work effectively by making more than one choice lead to the correct outcome. This can be especially valuable in interfaces which support infrequent users or those often unfamiliar with the content domain. (Quesenbery, 2001)

Efficiency can be described as the speed (with accuracy) in which users can complete the tasks for which they use the product. ISO 9241 defines efficiency as the total resources expended in a task. An interface is engaging if it is pleasant and satisfying to use. The style of engagement that is satisfying for a repetitive work tool is different than an e-commerce site. Even within the same class of interfaces, different users may have widely divergent needs. What is important is that the framework meets the expectations and needs of the people who must use the interface. The ultimate goal is a system which has no errors. But, product developers are human, and computer systems far from perfect, so errors may occur. An error tolerant program is designed to prevent errors caused by the user's interaction, and to help the user in recovering from any errors that do occur. One of the biggest objections to "usability" comes from people who fear that it will be used to create framework with a low barrier to entry, but which are not powerful enough for long, sustained use. But learning goes on for the life of the use of a product. Users may require access to new functionality, expand their scope of work, explore new options or change their own workflow or process. These changes might be instigated by external changes in the environment, or might be the result of exploration within the interface. An easy to learn framework allows users to build on their knowledge without deliberate effort. This goes beyond a general helpfulness to include built-in instruction for difficult or advanced tasks, access to just-in-time training elements, connections to domain knowledge bases which are critical to effective use. (Quesenbery, 2001)

In project management, a user-friendly framework goes a long way in ensuring that the employees who are the main users get the initial buy-in and the impetus to continue using the framework and cascade to other employees within the organization. Since its publication in 1996, there have been challenges in the usage of the methodology mainly due to its application across industries with unique requirement, different cultures and the fact that PRINCE2 had been largely accepted worldwide as a project management framework. The challenges in project management which PRINCE2 was addressing in 1996 were vastly different from the challenges being experienced in the

2009. This necessitated the review of the framework in 2009 to make PRINCE2 an even more user-friendly framework with better alignment to more commonly used project management terminologies and practices. PRINCE2 kept its core value of being a universal method applicable to any project regardless of type, scale, culture or geography. The improvements were based on user feedback on what was liked or disliked about PRINCE2 and on the different challenges that face today's projects. The key improvements to PRINCE2 2009 included having a framework that is less prescriptive and more flexible, less theoretical and more practical having a set of clearly defined principles. These principles were meant to be used as a check that PRINCE2 was being applied in the spirit in which the method was been designed – not too rigidly nor superficially. The need to tailor the framework was explicitly stated and guidance on how to tailor was provided. The linkage with other standards and bodies of knowledge such as PMBOK was clearly shown and outlined and the importance of the soft aspects of project management was emphasized. There have been very creative ways in the internet to make the perceived bureaucratic nature of PRINCE2 seem very practical in simple day-to-day activities (Borselaer, 2010).

2.6. Theoretical Framework

The scientific study of change implementation can be traced back to the work of psychologist Kurt Lewin. In the aftermath of World War II, Lewin published two path breaking essays, "Behavior and Development as a Function of the Total Situation" (1946) and "Frontiers in Group Dynamics" (1947), that to this day shape our understanding of how to alter patterns of behavior. Lewin proposed two key concepts that form the basis of behavioral change because firstly, an individual's behavior is a function both of that person's psychology and his environmental context, the most effective way to create lasting behavioral change is to change that environmental context, and secondly before behavioral change can occur, let alone become institutionalized, forces must be exerted to create disequilibrium in the status quo.

Lewin's approach to behavior explained the influence of context with a simple formula: $B = f(P, E)$. Behavior (B) is a function of the person herself (P) and the environmental context (E) in which that person operates. "In this equation," wrote Lewin, "the person (P) and his environment (E) have to be viewed as variables which are mutually dependent upon each other. In other words, to understand or to predict behavior, the person and his environment have to be considered as one constellation of interdependent factors. The person and his context, in that view, are interdependent variables

shaping behavior. The question Lewin addressed was: How can that context be changed? What does not work to bring about behavioral change, Lewin insisted, is a lecture: telling employees that the context has changed and they need to alter their behaviors in accordance with that new situation. A leader tells employees that they need to be more responsive to customers, coordinate better with international operations, bring new products to market more quickly, work more effectively across functions, and so forth. That leader may be an extraordinarily effective communicator. Nonetheless, the likelihood that telling people about the need for behavioral change will lead to real and sustained change is quite small. When leaders rely on "lectures" to drive change, they fail to take into account the power of context in reinforcing the status quo. In Lewin's view, getting group members to change their behaviors, and having those new behaviors become lasting rather than fleeting, involves breaking a "social habit." To make matters more challenging, group members tend to assign positive value to those existing social habits. The group norms that support those behavioral habits—that is, the shared expectations of how group members ought to behave—come to be viewed by group members as good things: standards to be cherished and upheld. (Lewin, 1951)

Whatever an individual may glean from a speech, no matter how well delivered that speech may be, he is not likely to alter his behaviors. The positive value associated with the existing social arrangements continues to exert a powerful force on the individual, "keeping the individual in line with the standards of the group." The old habits have not been broken; the positive value associated with past behaviors still exerts powerful pressure; so individual behavior returns to the norm. The next important question, therefore, is how to exert a force that will alter not just the individual but also the social context of that individual. (Lewin, 1951)

To be effective, a change leader's initial task is to create what Lewin called unfreezing. All forms of learning and change start with some form of dissatisfaction or frustration generated by data that disconfirm our expectations or hopes. The emotional stir-up that Lewin pointed to will not occur by simply hearing "disconfirming information". However we can ignore the information, dismiss it as irrelevant, blame the undesired outcome on others or fate, or, as is most common, simply deny its validity. To truly unfreeze behavior, we must accept the [disconfirming] information and connect it to something we care about. The second stage of Lewin's model involves moving, whereby members of the group move from one set of behaviors to another. Those new behaviors, in Lewin's view, must become permanent, for at least a desired period of time. That is the refreezing stage

where a newly created equilibrium "is made relatively secure against change. Refreezing is the stage, where social system components become congruent with, and thus support, intended change in one or more components. (Lewin, 1951)

2.7. Conceptual Framework

There are many factors that may influence the implementation of PRINCE2 framework in development of mortgage finance. This study identified four main factors as illustrated in Figure 1. One such factor is the training of employees on the framework before implementing it in the development of mortgage products. Training also plays an important role in that it forms a pool of trained employees that can be used to train others internally by cascading the information to others who work on projects. The acceptability of the framework from the senior management level is important to get a high level support. However, the users of the framework need to embrace it since they are the change champions and implementers of the framework hence the need for change management and a cultural change amongst employees. As earlier pointed out, PRINCE2 has several processes, baseline documents, records, reports, roles and activities giving an impression that these can only be applied to large and sophisticated projects. Yet one of the propositions for the framework is its adaptability to fit small projects as well. In the development of mortgage products, there are small projects that require a light-touch approach to PRINCE2 (Ferguson, 2011) hence adaptability becomes one of the factors influencing the implementation of PRINCE2 framework in development of mortgage products. Lastly, but definitely not least, is the issue of ease of use of the framework in terms of how user friendly the framework is to the users. A user-friendly framework makes it easier for an organization to implement it and the converse is true as well.

Independent variables   **Dependent variables**

```
┌─────────────────┐
│  Training on     │
│  PRINCE2         │
│  framework       │
└─────────────────┘

┌─────────────────┐
│  Acceptability   │                          ┌─────────────────┐
│  of PRINCE2      │                          │  Implementation  │
│  framework       │                          │  of PRINCE2      │
└─────────────────┘                          │  framework in HF │
                                              └─────────────────┘
┌─────────────────┐
│  Adaptability of │
│  the PRINCE2     │
│  framework       │
└─────────────────┘

┌─────────────────┐
│  Ease of Use of  │         ┌──────────────────┐
│  PRINCE2         │         │  Mandatory processes│
│  framework       │         │  within the Product│
└─────────────────┘         │  Development team  │
                            └──────────────────┘
```

Intervening variables
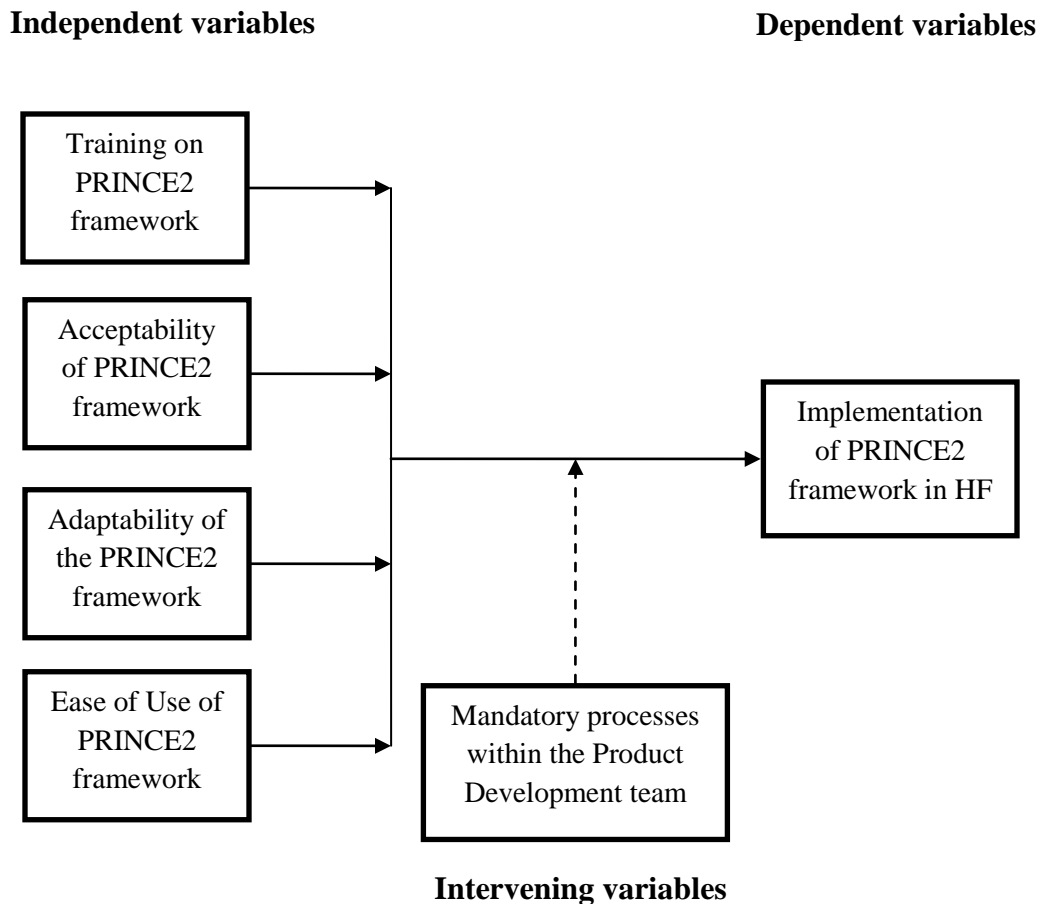
Figure 1: Conceptual Framework

2.8. Summary of Literature Review

In this chapter, the researcher has examined the role of training in successful implementation and cascading to other employees. PRINCE2 is perceived as a bureaucratic and complex framework needs to be adaptable to the organization that uses it as well as the project being undertaken in the organization. The framework also needs to be widely accepted by employees as a way of executing projects in an organization for it to be consistent and easy for new employees to adopt an already existing culture of project management. Finally, the researcher has examined the whole area of ease of use and observed that this can determine how well a framework is implemented since it can encourage, boost or give impetus for employees to implement the framework.

2.9. Knowledge gap

Charvat (2003) noted that every project undertaken requires a common structure or framework in which to start yet there are not many publications that address project methodologies and templates.

Furthermore, the issue of a suitable framework has not received that much attention even by way of research by the academic community (Wideman, 2005). This study will therefore build into this knowledge base looking into one of the project management frameworks and it implementation in a corporate organization.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1. Introduction

This chapter looks at the research design, target population, sample size and sampling procedure. It also looks into the data collection instrument expounding on how the instrument was pilot tested as well as the instrument's validity and reliability. It also delves into data collection procedure and data analysis technique.

3.2. Research Design

The study was descriptive survey that sought to provide a snapshot of what was going on with the variables earlier identified. It sought to generate indices that describe the sample using percentages and where applicable measures of central tendencies (Mugenda & Mugenda, 2003). This design was chosen because the researcher needed to understand the implementation of PRINCE2 at a particular point in time after its commissioning at HF. Further since the study contained both quantitative and qualitative data, the latter was were best analyzed by looking at the themes and how frequently they were mentioned by the respondents. The study also sought to understand how the variables earlier identified had influenced the implementation of PRINCE2 and therefore the use of percentages and measures of central tendencies was found appropriate.

3.3. Target Population

The target population chosen by the researcher was all HF employees that were part of the product development team who were knowledgeable on PRINCE2 and were in a position to implement it in mortgage product development projects. This target population was expected to stand at nineteen (19) members of employees broken down as follows; ten (10) that were formally trained, and another nine (9) that were trained on the job by those that had gone through formal training. The underlying factor in identifying this target population was their involvement in product development and exposure to PRINCE2 framework

Other HF employees were not considered as part of the population primarily because the development of mortgage products at HF had over the years been done by a cross-functional team that drew membership from all the functions of the organization and was representative of the whole organization from the branches to the head office. This way, a product would have an all-rounded

view and increase the chances of success in the market as well as buy-in from employees since their input had been considered in developing it. The target population has been outlined in Table 3.1.

Table 3.1: Target Population

Department	Target respondents
Marketing	4
Operations	1
Customer Service	1
Risk & Compliance	1
Mortgage Sales	2
ICT	2
Finance	1
Credit	1
Project Finance	2
Branch Business	3
Human Resource	1
Total	**19**

3.4. Sample Size and Sampling Procedure

Parasuraman, Grewal, & Krishnan (2007) noted that when the entire population is sufficiently small, the researcher can include the entire population in the study hence the study becomes a census study because data is gathered from every member of the population. They further noted that a census study is most appropriate when the population is small and when it is feasible from a cost, time and accuracy stand point and also where the population can be easily accessible. The researcher observed that characteristics of the population in this study fitted the above criteria and therefore qualified as a census study.

3.4.1. Sample size

As earlier discussed and enumerated in Table 3.1, this census study considered the whole population of nineteen (19) respondents.

3.4.2. Sampling Procedure

In identifying the respondents, the researcher compiled a list of all the employees that were involved in development and review of mortgage products who subsequently had been exposed to PRINCE2 through training or on-the-job. From the list, the researcher then identified employees that had since left the organization and determined their suitability in the final sample. The researcher therefore contacted them and met a few for a face-to-face discussion and thereafter, the researcher established that they were not suitable since they had since moved on to other occupations outside the financial services sector. The researcher then determined the number of respondents available within HF and found that they were within the targeted sample.

3.5. Data Collection Instrument

The study combined both quantitative and qualitative methodologies in what is referred to as mixed research methodology. It incorporated self-completion data collection method where all the identified respondents were given a questionnaire to complete and follow-up made to ensure that there is a high completion rate. The instrument used was a semi-structured questionnaire having both open and closed-ended questions in one questionnaire in order obtains both numeric and non-numeric data from the respondents. Tashakkori & Teddlie (2003) in their handbook on Mixed Methods in Social and Behavioral Research differentiated what they call *intra-method mixing* and *inter-method mixing* by defining the former as the concurrent or sequential use of a single method that includes both qualitative and quantitative components such as the concurrent use of open-ended and closed-ended items on one or more questionnaires. Inter-method on the other hand referred to the concurrent use of two or more methods such as the use of a questionnaire and observation method in one study. The researcher used intra-method mixing as outlined by Tashakkori & Teddlie (2003) therefore deploying a semi-structured questionnaire.

The instrument had four major sections in line with the objectives of the study as outlined in Table 3.2.

Table 3.2: Description of the Instrument

SECTION	TYPE OF INFORMATION	OPEN / CLOSED	REASON
Training in PRINCE2	Whether employees has gone through formal training in PRINCE2	Closed	Need to cross tabulate the data to see the effect of training on implementation of PRINCE2
	Other ways the employees has learnt about PRINCE2	Open	This is to allow the employees to indicate other ways in which they have learnt about PRINCE2
	The effectiveness of the training cascading of PRINCE2 to the employees.	Closed / Open	To get measurable data on the effectiveness of the training and reasons behind the response.
	Implementation of training / cascading of PRINCE2 in developing of mortgage products.	Closed	To obtain data on the number of employees that were trained and used the training in development of mortgage products.
	Employees experience implementing the framework in development of mortgage products.	Open	To be able to obtain information on the various experiences.
Adaptability of PRINCE 2	Data on views of employees on PRINCE2 based on its thoroughness, bureaucracy, applicability.	Closed	There are views already known on the framework from past research and employees opinion.
	How employees have been able to adapt it to various sizes of projects related to development	Closed / Open	To gauge the size of product development they were involved in and their views

SECTION	TYPE OF INFORMATION	OPEN / CLOSED	REASON
	of mortgage products.		on how they were able to adapt the framework.
Acceptability of PRINCE2	Involvement in part or whole of product development process using PRINCE2.	Closed	To obtain data on how the employees have been involved in development of mortgage products.
	How employees embraced the use of PRINCE2 in development of mortgage products.	Open	To get the various views, sentiments on PRINCE2
	Management's role in ensuring that the methodology gained wide acceptance in HF	Closed / Open	To obtain data on whether employees felt supported and the reasons for their responses.
Ease of use of PRINCE2	How user-friendly PRINCE2 is generally and specifically in developing mortgage products	Closed / Open	To obtain data and the reason behind employees views.
	Any creative ways the employees used to ensure that PRINCE2 was easy to use.	Open	To get the ideas that employees used to make the framework easy to use.

3.5.1. Pilot testing of the Instrument

The instrument was piloted and tested with two of the respondents to ensure that it was easily understandable to the respondents and the length of the instrument was reasonable enough. This involved giving the respondents the questionnaire to complete it by themselves and frequent follow ups to remind them due to their busy work schedules. Upon completion, the researcher sat with the two respondents to obtain any feedback on the questionnaire and to discuss if they understood the questions clearly. The researcher also sought to establish how long the respondents took to complete

the questionnaire. The researcher was able to administer the instrument to the two respondents with time lapses of one month and there was no substantial change in the construct being measured apart from error in grammar and the numbering of the questions. The responses from the two respondent was not included in the final data that was used for analysis and report writing to avoid any biased data as a result of their exposure to the instrument ahead of the actual data collection exercise. It is important to also note the valuable input the researcher received from the supervisor and fellow student colleagues.

3.5.2. Validity of the Instrument

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are, in other words, whether the research instrument allows the researcher to hit 'the bull's eye' of their research object. Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others (Golafshani, 2003). To ensure the validity of the instrument used in this study, the researcher relied on the professional input of his supervisor who ensured that the instrument addressed the research objectives set out earlier.

3.5.3. Reliability of the Instrument

Reliability refers to the extent to which results are consistent over time and an accurate representation of the total population under study. If the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable (Golafshani, 2003).

To ensure that the instrument was reliable, the test-retest method was employed. Researchers estimate test-retest reliability when they administer the same test to the same sample on two different occasions. This approach assumes that there is no substantial change in the construct being measured between the two occasions. The amount of time allowed between measures is critical. The idea is that when one measures the same thing twice that the correlation between the two observations will depend in part by how much time elapses between the two measurement occasions. The shorter the time gap, the higher the correlation; the longer the time gap, the lower the correlation. Since this correlation is the test-retest estimate of reliability, you can obtain considerably different estimates depending on the interval. In this particular study, the researcher was able to administer the instrument to two respondents with time lapses of one month and there was no substantial change in

the construct being measured. The one month period took into consideration the fact time factor for the whole study and could not be extended beyond the period.

3.6. Data Collection procedure

After approval of the proposal by the supervisor, the researcher embarked on seeking the approval of the Assistant General Manager, Marketing and the Human Resource Department to conduct the research at HF. This included submission of the proposal and the data collection instrument for approval by HF officials. Upon obtaining the approval, the researcher embarked on piloting the instrument with two (2) respondents and upon certifying the instrument was good, the researcher got in touch with the respondents, giving them the questionnaire and followed up on the respondents to ensure completion of the questionnaire. Upon attaining sufficient numbers the data was collated, cleaned and analyzed before being incorporated in the final report.

3.7. Data Analysis Technique

Since the instrument of choice for this research was a semi-structured questionnaire, it was expected that data analysis would have aspects of both quantitative and qualitative research. The researcher used Excel spreadsheets to analyze quantitative data. The study largely used frequencies and percentages in the analysis of the data. The researcher also the used Chi-square tests for cross tabulated data to establish if there was any was any relationship between the variables. For the qualitative data, the major themes were identified and frequency of certain themes measured and analyzed largely through percentages. Since the study was a census study, the data collected was representative of the population.

3.8. Ethical considerations

The researcher guaranteed that the information provided by the respondent was confidential and they were not required to fill in their names in the questionnaire. The researcher also made sure that the information being sought for from the respondents was not proprietary information belonging to HF. The researcher also sought a research permit from the National Commission for Science, Technology and Innovation (NACOSTI)

3.9. Operationalization of variable

Table 3.3: Operationalization of variables

Objective	Independent variable	Indicators	Measurement	Scale e.g. nominal, ordinal, scale	Data collection method e.g. questionnaire	Data analysis e.g. descriptive, qualitative
To investigate how training of employees influences the implementation of PRINCE2 in development of mortgage finance products	Training in PRINCE2	Number of trained employees in PRINCE2	• Number of employees trained formally.	Nominal	Questionnaire	Descriptive
			• Number of employees trained on-the-job.	Nominal	Questionnaire	Descriptive
		Utilization of PRINCE2 training	• The intensity of training	Ordinal	Questionnaire	Descriptive
			• The effectiveness of the training	Ordinal	Questionnaire	Descriptive
			• Implementation of PRINCE2 training.	Ordinal	Questionnaire	Descriptive, Qualitative
			• Employees experience implementing the framework	Ordinal	Questionnaire	Qualitative
To examine how adaptability influences the implementation of PRINCE2 in	Adaptability of PRINCE 2	Scale of product development projects	• Resource requirement.	Nominal	Questionnaire	Descriptive
		Application of framework on	• Number of processes applied	Nominal	Questionnaire	Descriptive

Objective	Independent variable	Indicators	Measurement	Scale e.g. nominal, ordinal, scale	Data collection method e.g. questionnaire	Data analysis e.g. descriptive, qualitative
development of mortgage finance products.		projects of any scale	• Thoroughness of the framework	Ordinal	Questionnaire	Descriptive
			• Bureaucracies encountered	Ordinal	Questionnaire	Qualitative
To determine how acceptability influences the implementation of PRINCE2 in development of mortgage finance products	Acceptability of PRINCE2	Employees involvement in product development	• Level of acceptance of the framework	Ordinal	Questionnaire	Descriptive
		Level of support from management	• Rewards and incentives	Ordinal	Questionnaire	Descriptive
			• Mentoring and coaching.	Ordinal	Questionnaire	Descriptive
			• Employees culture change	Ordinal	Questionnaire	Descriptive
To assess how ease of use influences the implementation of PRINCE2 in development of mortgage finance products.	Ease of use of PRINCE2	User friendliness of the framework	• The extent of user-friendliness	Ordinal	Questionnaire	Descriptive, Qualitative
		Employees creativity in use of framework	• Ability to deploy framework to other uses	Nominal	Questionnaire	Qualitative

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

In this chapter, the researcher presents data collected from the respondents to address the research objectives that had been highlighted earlier. Apart from the Questionnaire Return Rate and background information, the researcher presents data received from the respondents along the themes of training, adaptability, acceptability and ease of use of PRINCE2.

4.2 Response Rate

The researcher had an 84% response rate due to effective follow up effectively since most of the respondents were within the reach of the researcher. The follow-ups also gave the researcher an opportunity to make clarifications where the respondent was not able to understand some of the questions asked. Table 4.1 shows the number of targeted respondents versus the actual respondents that participated in the survey. One department (Project Finance) was not represented in the survey due to the fact that the respondent representing the department was new in the product development team hence unaware of PRINCE2 framework and therefore was unable to proceed with the survey. The Human Resources and Credit departments had a higher representation since there were more members of employees who were aware about PRINCE2 framework and had in the recent past been involved in the mortgage product development process.

Table 1.1: Response rate

Department	Target respondents	Actual respondents
Marketing	4	3
Operations	1	1
Customer Service	1	1
Risk & Compliance	1	1
Mortgage Sales	2	2
ICT	2	2
Finance	1	1
Credit	1	2
Project Finance	2	0
Branch Business	3	1

Department	Target respondents	Actual respondents
Human Resource	1	2
Total	**19**	**16**

Source: Research data, 2012

4.3 Background Information

A total of sixteen (16) respondents participated in the survey against an anticipated nineteen (19) respondents. The difference between the targeted and the actual was due to the two (2) that were used to pilot test the instrument that had to be excluded from the final research exercise and the one (1) respondent that was unable to complete since they were new to both PRINCE2 and the product development team.

4.4 Training and the Implementation of PRINCE2

Training in any project management framework forms the platform for which it is implemented in an organization. Training increases chances of success in implementation and indeed adoption of the framework in an organization such as HF.

4.4.1   Learning of PRINCE2

It was important that the study establish how the respondents got to learn about the framework. The developers of the framework argue that one can read, understand and implement the framework. People who wish to get certification can opt for various modes of learning PRINCE2 but they have to sit for an examination for certification purposes. In this study, the respondents learnt through various ways but broadly speaking, there are those that attended formal training organized by HF and there were those that got to learn about the framework through cascade. The findings presented in Table 4.2 show a breakdown of how employees got to learn about PRINCE2 framework.

Table 4.2: Learning of PRINCE2

	Frequency	Percentage
1. I read the PRINCE2 Manual	8	42
2. I looked at previous documents and adopted the templates	4	21
3. I was taught by colleague	2	11
4. I went through class training	2	11
5. Just by participating in product development	1	5

	Frequency	Percentage
6. I learnt on-the-job	1	5
7. I combined class room, e-learning and read manuals	1	5
TOTAL	**19**	**100**

Source: Research data, 2012

Seven (7) out of the seventeen (17) respondents interviewed underwent the formal training many of whom attained the Practitioners level which is the second level of training in PRINCE2. Table 4.2 shows that the respondents used more than one method to learn about the framework and this can be attributed to the fact those that the formal training was conducted done through various modes combining classroom, e-learning and reading the PRINCE2 manual 2005 Edition. The researcher noted through the response given by one of the senior managers who heads the product development team that the formal training was conducted through a combination of methods as mentioned above whereas her fellow trainees remember reading the PRINCE2 manual. Overall, majority of the respondents read the PRINCE2 manual to learn about the framework. There were a significant number of respondents that looked at pervious documents and templates or were taught by colleagues and these are largely those that did not undergo the formal training.

The different learning modes implies that the employees involved in the development of mortgage products had different understanding of the framework and its execution on product development projects was bound to reflect this. The presence of templates and use of previous documents came in handy especially for those who were not trained in the framework but the use of these templates and documents may have been used without a proper understanding of PRINCE2, its principles and procedures. A good knowledge of the framework by employees at least in key the departments was needed for appropriation purposes and to be able to offer guidance to the team especially when it came to small and medium scale product development project which constituted the bulk of the product development assignments.

4.4.2 Intensity of PRINCE2 training

The framework has been variously described as being too intensive owing to the amount of learning materials learners have to go through within a short period. Being a professional course majority of the learners had to combine both their normal work schedules while at the same time taking a PRINCE2 module which was the case with the employees that went through the formal training that

was sponsored by HF. Table 4.3 shows how the respondents rated the intensity of PRINCE2 training.

Table 4.3: Intensity of PRINCE2

	Frequency	**Percentage**
High	7	54
Moderate	4	31
Light	2	15
TOTAL	**13**	**100**

Source: Research data, 2012

The responses in Table 4.3 were from respondents that had learnt about the framework formally and through training. The researcher also noted that there were three (3) respondents that were unable to respond to the question since the training they received from fellow employees was inadequate. However, majority of the respondents thought the training was quite intensive and these were mostly respondents that went through the formal training. There are those who thought it was moderately intensive which may account for those that did not go through the formal training but nevertheless had a greater engagement with the learning materials, PRINCE2 manuals or were actively involved in developing products using the framework.

This implies that the level of intensity of the training depended on whether the respondent underwent the formal training sponsored by HF or whether the respondent got to learn through cascade.

4.4.3 Effectiveness of PRINCE2 training

Whereas intensity of the training measures the depth in which the training went, effectiveness of training measures how well the framework was understood for practical implementation in the development of mortgage products. Generally, it is expected that an intensive training automatically translates to effective training. In the instrument, the researcher closely linked the framework's intensity of training to its effectiveness and the respondents asked to rate both concurrently. Table 4.4 shows how the respondents rated the effectiveness of the training received.

Table 4.4: Effectiveness of PRINCE2 Training

	Frequency	Percentage
Effective	8	62
Somewhat Effective	5	38
Ineffective	0	0
TOTAL	**13**	**100**

Source: Research data, 2012

The patterns observed in the intensity of training replicated on effectiveness of PRINCE2 training as shown in Table 4.4. Majority of the respondents thought the training on PRINCE2 framework was at least somewhat effective with those rating the training as highly effective being those that had the formal training sponsored by HF. The researcher observed that, none of the respondents thought the training they received on PRINCE2 was ineffective.

This implies that all the employees involved in the development of mortgage products had a level of understanding of PRINCE2 framework, enough to at least implement in the product development process. At the very least, employees just used previous documents as templates and were able to implement the framework and that may account for the fact that none of the respondents felt the training was ineffective.

4.4.4   Extent of Use of PRINCE2 framework.

Irrespective of the kind of training that one goes through on a project management framework such as PRINCE2, the extent of use of the framework in actual projects is critical. Training can be rendered futile when the trainees do not apply the principles of PRINCE2 in managing product development projects. The data presented in Table 4.5 shows the extent to which employees were involved in the use of PRINCE2 after their training.

Table 4.5: Extent of Use of PRINCE2 framework

	Frequency	Percentage
Involved to a large extent	9	60
Involved to a small extent	6	40
TOTAL	**15**	**100**

Source: Research data, 2012

Most of the employees (60%) were involved in product development projects indicating that they had interacted and used their knowledge of PRINCE2 to a large extent while 40% of the employees indicated that they had used the PRINCE2 framework to a small extent. Interestingly, the level of involvement in product development did not matter whether the employees had gone through the formal training or not. The researcher observed that there were employees that underwent the formal training but had hardly utilized their knowledge in product development projects. On the other hand, there were employees that did not attend the formal training on PRINCE2 but where highly involved in product development. The researcher also observed that within the product development team, there were employees that were more involved in the actual product development projects such as Marketing, Mortgage sales, Branch business, Credit, Operations and Customer service. This is because almost all of the mortgage products required them to be actively involved in the product development projects whereas other departments represented in the product development team had a lesser role of ensuring that their functional areas had been catered for but were not actively involved in the product development project. These functions included Human Resources, Risk & Compliance and Finance.

This implied the extent use of the framework largely depended on the employees' involvement in product development projects and not necessarily whether the employees had undergone formal training on the framework. However, some knowledge of the framework by employees in these key departments was needed to take up product development assignments under the guidance of the Marketing department from where all product development projects were being coordinated. According to the researcher, the training of PRINCE2 would have been said to be successful the employees were able to discern when to apply all or some of the processes. These findings agree to some extent to what was found out in a previous study by the Queensland University of Technology (2010) where they observed that there were challenges of having qualified individuals that may have little project management experience hence individuals that have a theoretical background but cannot implement. The study found out that the scope of the PRINCE2 certification was seen as too limited and there were a number of recommendations to make the certification more practical-oriented or competency-based. Several suggestions were advanced by the respondents including the fact that PRINCE2 certification structure should be extended to recognize experience in the application of the PRINCE2 framework to actual projects. This, they suggested, could be offered as an additional accreditation, preserving the value of the existing certification. Although ranked

slightly lower, they also proposed that PRINCE2 be aligned with a competency model which promotes teamwork, and that an accreditation scheme be introduced for PRINCE2 coaches (Queensland University of Technology, 2010)

4.4.5   Scale of Project Undertaken by Employees

There are arguments that PRINCE2 was designed for large scale projects and therefore the very nature of the framework lends itself to cater for large scale projects. However, the developers of the framework have emphasized the fact that it can be used for small scale projects as well. This section sought to find out from the respondents the scale of projects they had been involved in product development projects as presented in Table 4.6

Table 4.6: Scale of project Undertaken by Employees

	Frequency	**Percentage**
Large scale	3	20
Medium scale	7	47
Small scale	5	33
TOTAL	**15**	**100**

Source: Research data, 2012

Most employees in the product development team (80%) thought the scale of product development projects was small to middle scale projects with a few (20%) saying they had been involved in large scale product development projects.

Since employees think most of the product development projects are medium to small scale projects, it implied that the employees expected PRINCE2 framework to fit into the scale of mortgage product development projects and more importantly make it easier to deliver quality mortgage products within the stipulated time.

4.4.6   Employees description of their experience after using the PRINCE2 framework

Once the employees had undergone training on the framework and used it practically, the experience of employees was important in the implementation of subsequent product development projects. These experiences were captured through an open-ended question in the instrument where the respondents were asked to describe their experiences in implementation of PRINCE2 in the development of mortgage products at HF. Table 4.7 shows the various comments from the

respondents. In the analysis, the responses were to reflect the responses of those that had been formally trained and those that were trained internally.

Table 4.7: Employees Experiences

	Formally trained		Trained internally	
	Frequency	**Percentage**	**Frequency**	**Percentage**
1. It was elaborate, detailed, structured & exhaustive framework used on the product development process.	1	14.3	4	25
2. The framework made the process lengthy and slow therefore reducing efficiency	0	0	4	25
3. The framework makes the process tedious due to the various stages involved	0	0	2	12.5
4. The framework increases the levels of bureaucracy	0	0	1	6.3
5. The framework is okay if it properly followed	1	14.3	0	0
6. Used PRINCE2 to develop one specific mortgage products	1	14.3	0	0
7. PRINCE2 is a complex framework	0	0	1	6.3
8. The framework was not fully utilized in the product development process	1	14.3	0	0
9. It was a challenge to use the whole PRINCE2 frame work just for amendment / repackaging of existing products	0	0	1	6.3
10. The current approved product development process in HF is adapted to a large extent from PRINCE2	1	14.3	0	0

	Formally trained		Trained internally	
	Frequency	Percentage	Frequency	Percentage
framework				
11. It is systematic and methodical framework	1	14.3	0	0
12. It is effective and applicable	1	14.2	0	0
13. It provided a framework through which product implementation can be carried out	0	0	1	6.2
14. It is a repetitive framework	0	0	1	6.2
15. I was involved in managing documents generated through the framework.	0	0	1	6.2
TOTAL	**7**	**100**	**16**	**100**

Source: Research data, 2012

Naturally, most of the issues raised on the framework were form the employees that were trained internally. Those who were formally trained on PRINCE2 had a better appreciation of the framework. The only point of agreement between the formally trained and the internally trained employees was the fact that PRINCE2 was elaborate, detailed, structured & exhaustive when it came to developing mortgage products. However, those internally trained perceived the framework to be tedious due to the various repetitive steps and many stages that they had to go through when developing a mortgage product. As a result, the framework was perceived to be lengthy and slow reducing the overall efficiency of developing mortgage products.

The implication of these statements is that formal training was important for the employees involved in product development to appreciate the framework. What was equally important is an understanding of the framework for appropriation purposes. This kind of training would have enabled employees to know which processes to drop or take up for different product development projects. The lack such knowledge led to two different views and appreciation of the framework.

4.4.7 Training and its influences implementation of PRINCE2

The researcher felt that cross tabulating the training variable against the extent of use of PRINCE2 in developing mortgage products was necessary. Therefore Table 4.8 shows how the formally trained and untrained respondents responded on their extent of use of PRINCE2 in the development of PRINCE2.

Table 4.8: Training and its Influence on Implementation of PRINCE2

| | | Extent of use | | |
		Used to less extent	**Used to large extent**	**Total**
Trained	Frequency	3	4	7
	Percentage	18.8%	25.0%	43.8%
Not trained	Frequency	4	5	9
	Percentage	25.0%	31.3%	56.3%
Total		**7**	**9**	**16**
Percentage		**43.8%**	**56.3%**	**100.0%**

Source: Research data, 2012

The researcher did a simple Chi-square test at 1 degree of freedom and a probability level of 0.05. The X^2 value was at 0.949 against a table value of 3.841 which was a lower value than the table value hence giving indications the researcher could not reject the hypothesis that there was no relationship between the training and extent of use variables.

The implication of this finding further confirmed an earlier finding in Table 4.5 that training had influence on the extent of use of the PRINCE2 in developing mortgage products and hence other factors could have played a role such as being a member of the product development team which necessitated the use of the framework

4.5 Adaptability and the Implementation of PRINCE2

PRINCE2 has often been seen as bureaucratic or only applicable to large-scale projects. While much effort was made in 2009 to revise PRINCE2 to include aspects of tailoring to the appropriate environment and scale of the project, it does not provide detailed guidance in one place as a valuable

resource for the project manager operating in a PRINCE2 environment running a small project as is often the case with mortgage product development projects.

4.5.1 Adaptability of PRINCE2 by the product development team

As earlier indicated in Table 4.6, most employees considered the product development projects at HF to be small to medium scale projects and therefore the issue of being able to adapt PRINCE2 to the size of the project was an important objective of the study. It is important to note at this point that the PRINCE2 'version' that was adopted by HF had been 'adapted', scaled down and benchmarked to suit the product development process. In Table 4.9, the respondents scored this 'version' of PRINCE2 framework against several statements that have been used in previous studies by Queensland University of Technology (2010) on the adaptability of the PRINCE2 framework.

Table 4.9: Adaptability of PRINCE2

		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	Total
PRINCE2 has too many processes.	Freq.	2	2	4	4	3	**15**
	%	2.7%	2.7%	5.3%	5.3%	4.0%	**20.0%**
PRINCE2 is bureaucratic or only applicable to large-scale projects.	Freq.	3	6	1	3	2	**15**
	%	4.0%	8.0%	1.3%	4.0%	2.7%	**20.0%**
PRINCE2 is a thorough project management framework	Freq.	0	1	0	4	10	**15**
	%	0.0%	1.3%	0.0%	5.3%	13.3%	**20.0%**
PRINCE2 is too complex to handle small product	Freq.	2	7	1	2	3	**15**

		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	Total
development projects	%	2.7%	9.3%	1.3%	2.7%	4.0%	**20.0%**
PRINCE2 has been adopted as a 'one-size-fits-all' framework for big and small projects	Freq.	2	2	3	5	3	**15**
	%	2.7%	2.7%	4.0%	6.7%	4.0%	**20.0%**
Total frequency		**9**	**18**	**9**	**18**	**21**	**75**
Percentage		**12.0%**	**24.0%**	**12.0%**	**24.0%**	**28.0%**	**100.0%**

Source: Research data, 2012

Based on the scale of the project, which from previous findings the researcher established that they were considered small to medium scale projects, most employees involved in product development agreed that PRINCE2 had too many processes. To further reinforce its applicability to small scale projects, employees felt that the framework was too complex to handle small projects as was usually the case with most of product development projects. However, there seemed to be some contradictions since most of the respondents disagreed with the statement that PRINCE2 was bureaucratic or only applicable to large scale projects. The researcher felt that this could have been as a result of the phrasing of the statement by using the word 'or' which gave the respondents an option to score more on its 'application only to large projects' which they disagrees with since practically, the product development projects are small to medium scale. There was an overwhelming agreement among most respondents that PRINCE2 framework used for product development was indeed a thorough project management framework. It seemed that the main challenge with PRINCE2 was just how to adjust the framework to fit that scale of the product development projects so that PRINCE2 is not seen to be as a 'one-size-fits-all' framework for both large and small scale projects.

This implies most employees involved in product development appreciate the framework's thoroughness which they think is appropriate for large projects but due to the very nature of product development projects – which are small to medium projects – the process was seen to fall short in adaptability. Most employees involved in product development appreciated the framework's thoroughness which they think is appropriate for large projects but due to the very nature of product development projects – which are small to medium projects – the process was seen to fall short in adaptability. Ferguson (2011) observed the same about PRINCE2 highlighting the fact that the framework was seen as bureaucratic or only applicable to large-scale projects. While much effort was made in 2009 to revise PRINCE2 to include aspects of tailoring to the appropriate environment and scale of the project, it does not provide detailed guidance in one place as a valuable resource for the project manager operating in a PRINCE2 environment running a small project. For smaller projects there is need to produce a light-touch version of PRINCE2 to improve accessibility and ease of use (Ferguson, 2011)

4.5.2   Adaptability and its Influences on Implementation of PRINCE2

Like the training variable, the researcher cross tabulated one of the indicators of adaptability which was the application of the framework on large or medium scale projects, against the extent of use of PRINCE2 in developing mortgage products as shown in Table 4.10. In other words, the researcher sought to determine if the scale of the projects had an influence on the implementation of PRINCE2 on development of mortgage products at HF

Table 4.10: Adaptability and its Influences on Implementation of PRINCE2

		Extent of use		
		Used to less extent	Used to large extent	Total
Large scale	Frequency	0	3	3
	Percentage	0.0%	18.8%	18.8%
Medium scale	Frequency	3	4	7
	Percentage	18.8%	25.0%	43.8%
Small scale	Frequency	2	4	6
	Percentage	12.5%	25.0%	37.5%
Total		**5**	**11**	**16**
Percentage		**31.3%**	**68.8%**	**100.0%**

Source: Research data, 2012

The researcher did a simple Chi-square test at 2 degree of freedom and a probability level of 0.05. The X^2 value was at 0.404 against a table value of 5.991 which was a lower value than the table value hence the researcher could not reject the hypothesis that that there was no relationship between the scale of the project and the extent of use of PRINCE2 framework.

The implication of this finding was that adaptability of the framework did not influence the extent of use of the PRINCE2 in developing mortgage products and hence other factors could have come into play.

4.6 Acceptability and the Implementation of PRINCE2

Acceptability commences at the senior management level in the organization. Once the framework is accepted at that level, it becomes easier to cascade the framework to the rest of the users. Acceptability of a project management framework also requires a culture change among the employees of the organization. Other ways that an organization can embrace a project management framework include offering rewards as well as coaching and mentoring.

4.6.1   Reasons for management's support of PRINCE2 framework.

PRINCE2 was meant to be adopted across the organization but it was in greater use and implemented in product development projects. Most of the respondents were involved in the product development process either partly or wholly and therefore had an opinion on the level of

acceptability among the teams they were working in. Most of the employees thought the level of acceptability ranged from medium to high and this was dependent on the extent of training, whether formal or through internal training. The other factor that may have influenced the level of acceptability was the support received from management on the implementation of PRINCE2 framework. There are varied reasons why the management of a company wanted to invest in a project management framework hence influencing the implementation of the framework. In response to an open-ended question, Table 4.11 shows the various reasons given by the respondents on why they felt management supported the implementation of PRINCE2.

Table 4.11: Reasons for Management's Support

	Frequency	Percentage
1. Management wanted to have an input in all stages of the process.	4	24.5
2. Management wanted all stakeholders to be involved in product development.	2	12.5
3. The PRINCE2 framework encourages users / project team to look at the project as a whole and ensures that all documents are 'alive' due to constant updating.	1	6.3
4. Implementation of PRINCE2 was a reflection of the management's conservative nature and risk averseness.	1	6.3
5. All products developed at HF were required to go through PRINCE2 process	1	6.3
6. The fact that management spent huge sums of money in training employees in PRINCE2 shows their support and commitment to it.	1	6.3
7. Because PRINCE2 framework was the only framework recommended by management for the development of new products	1	6.3
8. Management was willing to train employees on PRINCE2 therefore showing support for implementation of the PRINCE2 framework	1	6.3

	Frequency	Percentage
9. Management approved an adaptation of PRINCE2 to be used in the product development process	1	6.3
10. The establishment of a product development team	1	6.3
11. Some senior managers were also trained on PRINCE2 framework therefore signifying support from HF management	1	6.3
12. Management just bought into a process they knew little about	1	6.3
TOTAL	**16**	**100**

Source: Research data, 2012

The researcher noted that there were many varied reasons as to why respondents felt management supported the implementation of PRINCE2. However, there was some common areas of agreement about management's support one of which was to have some level of control as managers had inputs in the various stages of product development which required sign-offs before proceeding to the next stage of product development. The other area some respondent were in agreement about was the area of stakeholder involvement in the product development process hence the reason why a cross-functional product development team was constituted.

Managements support in the implementation of a framework is by no doubt important. One of the major reasons why HF adopted the framework was to guide managers as they undertook projects and save the organization's resources from projects that were not viable. The respondents had varied reasons none of which directly resonates with the management's main objective of efficiently using the organization's resources.

4.6.2 Factors that may influence implementation of PRINCE2

Apart from management support, it was important for the study to find out if there were other factors might have influenced the acceptability of PRINCE2 in the development of mortgage products at HF. Table 4.12 displays statements posed to the respondents to establish the extent to which they scored in terms of their level of agreement of disagreement with the statements.

Table 4.12: Factors influencing implementation of PRINCE2

		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	I Don't Know	TOTAL
PRINCE2 was an imposition from management	Freq.	3	6	1	1	1	3	15
	%	4%	8%	1%	1%	1%	4%	20%
Mentoring and coaching of the product development employees was done to increase competency levels of the teams	Freq.	2	2	2	3	5	1	15
	%	3%	3%	3%	4%	7%	1%	20%
Culture change among the employees of HF was critical in ensuring that PRINCE2 is accepted.	Freq.	0	1	4	5	4	1	15
	%	0%	1%	5%	7%	5%	1%	20%
HF management offered employees rewards and incentives to encourage employees to use PRINCE2 in development of mortgage products.	Freq.	4	5	2	1	0	3	15
	%	5%	7%	3%	1%	0%	4%	20%
That the consultant who trained employees on PRINCE2 played a key role in ensuring that employees accepted PRINCE2 in development of mortgage products	Freq.	1	2	2	2	0	8	15
	%	1%	3%	3%	3%	0%	11%	20%
Total frequency		**10**	**16**	**11**	**12**	**10**	**16**	**75**
Percentage		**13.3**	**21.3**	**14.7**	**16.0**	**13.3**	**21.3**	**100.0**

Source: Research data, 2012

Whereas management was instrumental in supporting the implementation of PRINCE2, most of the respondents disagreed with the statement that PRINCE2 was an imposition from management. Acceptability of PRINCE2 framework required a culture change at HF on how projects were handled. Before PRINCE2, most projects were not monitored properly to ensure that costs are controlled and there were no definite timelines on project implementation. It was therefore important that the organization goes through a culture change to accept PRINCE2 framework which most respondents agreed with. Acceptability of PRINCE2 at HF and especially in development of mortgage products had very little to do with incentives given by management since there were none. It is said that acceptability of a framework such as PRINCE2 can be influenced by an external party as opposed to having internal employees championing the framework. At HF, most of the respondents did not know whether or not the external trainer had anything to do with the level of acceptability of the framework.

The researcher was not able to obtain practical ways of changing culture for a project management framework to be accepted in HF but this finding agrees with previous studies. In the study conducted by Queensland University of Technology (2010), they showed that coaching and mentoring was important to overcome cultural resistance to introduction of project management framework. Mentoring and coaching was identified as important in ensuring that competency levels of the teams involved in the various projects were kept high. Another practical way culture change was fronted by Longman & Mullins (2005) where they suggested that organization needs to offer rewards and recognition—financial or otherwise—for the use of project management concepts. People should be rewarded both for their contribution to project outcomes and for how they contributed. Those to whom project managers report need be rewarded for the coaching, support, and oversight that they provide; they need to be held accountable and rewarded for the success of their project managers (Longman & Mullins, 2005). However, in this study the issue of incentives was not pointed out as being important in acceptability of a framework

4.6.3   Acceptability and its Influence on Implementation of PRINCE2

The researcher cross tabulated the framework's acceptability against the extent of use of PRINCE2 in developing mortgage products as shown in Table 4.13. The researcher's aim was to gauge whether the level of acceptability had any relationship to the extent of use of the framework in development of mortgage products.

Table 4.13: Acceptability and its Influence on Implementation of PRINCE2

		Extent of use		
		Used to less extent	Used to large extent	Total
High Acceptability	Frequency	3	4	7
	Percentage	18.8%	25.0%	43.8%
Medium Acceptability	Frequency	2	5	7
	Percentage	12.5%	31.3%	43.8%
Low Acceptability	Frequency	2	0	2
	Percentage	12.5%	0.0%	12.5%
Total		**7**	**9**	**16**
Percentage		**43.8%**	**56.3%**	**100.0%**

Source: Research data, 2012

The Chi-square test at 2 degree of freedom and a probability level of 0.05 showed an X^2 value was at 0.199 against a table value of 5.991 which was a lower value than the table value hence giving indications that there was no relationship between the two variables.

The implication of this finding was that the acceptability of the framework did not influence the extent of use of the PRINCE2 in developing mortgage products and hence other factors could have come into play.

4.7 Ease of Use and the implementation of PRINCE2

A user-friendly framework goes a long way in ensuring that the employees who are the main users get the initial buy-in and the impetus to continue using the framework and cascade to other employees within the organization. PRINCE2 1996 version had its own challenges which necessitated the review of the framework in 2009 to make PRINCE2 an even more user-friendly framework with better alignment to more commonly used project management terminologies and practices.

When the respondents were asked to rate how user-friendly the PRINCE2 framework was, majority of the respondents concluded that PRINCE2 framework was somewhat user-friendly with positive

aspects cited such as its thoroughness, its structured approach to product development, its wholistic approach to product development. The reasons why employees thought the framework was somewhat user-friendly are shown in Table 4.14

Table 4.14: Ease of Use of PRINCE2

	Frequency	**Percentage**
1. Many steps may be a hindrance to faster completion of product development projects	4	30.7
2. Some stages (Gate papers) can be merged to make the process shorter and relevant for smaller projects	1	7.7
3. Since it involves quite a number of processes it is a challenge for someone without PRINCE2 training	1	7.7
4. It's structured approach does not leave much room for innovation (unorthodox thinking)	1	7.7
5. Due to its complexity, previous documents are used as templates therefore its implementation lacks in thoroughness.	1	7.7
6. It's a structured way of performing assignment or implement projects	1	7.7
7. It's wholistic approach and thoroughness	1	7.7
8. Bureaucratic Gate papers that required approval were a challenge	1	7.7
9. The process adapted is simpler than the original PRINCE2 framework	1	7.7
10. Adoption of the new process has made approvals on Product development more streamlined.	1	7.7
TOTAL	**13**	**100**

Source: Research data, 2012

From the finding above, some respondents pointed out that PRINCE2 framework was adapted to suit HF product development needs and it streamlined how mortgage products were developed and

refined at HF. On the other hand, the many processes involved in implementing the PRINCE2 framework were the main reason why most employees felt the framework failed in product development. Only a few respondents had attempted to use the framework outside of the product development process. Some of the areas respondents had used PRINCE2 include ICT. Aspects of PRINCE2 had been used in formulating business cases, identifying target market and effectively managing documents especially in departments that generate many versions of same documents. Within the product development team, there were products that were refined or reviewed without following the whole PRINCE2 process indicating that even within the product development process, the framework was being used creatively and effectively.

This implies that with a greater understanding of the framework and the perceived complexity of PRINCE2 there are instances where lighter versions of PRINCE2 had been adopted for small product development projects while for large product development projects with higher financial implications more processes and procedures were incorporated. In these specific cases, employees found the framework more user-friendly and adaptable for the various product development projects. PRINCE2 underwent some improvement and led to the introduction of PRINCE2 2009 whose aim was to have a framework that is less prescriptive and more flexible, less theoretical and more practical having a set of clearly defined principles. These principles were meant to be used as a check that PRINCE2 was being applied in the spirit in which the method was been designed – not too rigidly nor superficially. The need to tailor the framework was explicitly stated and guidance on how to tailor was provided. The linkage with other standards and bodies of knowledge such as PMBOK was clearly shown and outlined and the importance of the soft aspects of project management was emphasized. There have been very creative ways in the internet to make the perceived bureaucratic nature of PRINCE2 seem very practical in simple day-to-day activities (Borselaer, 2010). As earlier stated how well an employee is able to use PRINCE2 begins with a proper understanding of the framework and then from there, they can be able to use it creatively in various projects.

4.7.1   Ease of Use and its Influences on Implementation of PRINCE2

The researcher cross tabulated the framework's user-friendliness against the extent of use of PRINCE2 in developing mortgage products as shown in Table 4.15. The researcher's aim was to

gauge whether the framework's user-friendliness had any relationship to the extent of use of the framework in development of mortgage products.

Table 4.15: Ease of Use and its Influences on Implementation of PRINCE2

		Extent of use		
		Used to less extent	**Used to large extent**	**Total**
Very User friendly	Frequency	1	0	1
	Percentage	6.3%	0.0%	6.3%
Somewhat User friendly	Frequency	5	8	13
	Percentage	31.3%	50.0%	81.3%
Not user friendly	Frequency	1	1	2
	Percentage	6.3%	6.3%	12.5%
Total		**7**	**9**	**16**
Percentage		**43.8%**	**56.3%**	**100.0%**

Source: Research data, 2012

The Chi-square test at 2 degree of freedom and a probability level of 0.05 showed an X^2 value was at 0.481 against a table value of 5.991 which was a lower value than the table value hence the researcher could not reject the null hypothesis that that there was no relationship between the two variables.

The implication of this finding was that the framework's user-friendliness did not influence the extent of use of the PRINCE2 in developing mortgage products and hence other factors could have come into play.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings discussed in details in the previous chapter based on the four major objectives of the study and makes some recommendations and areas that may require further studies in future.

5.2 Summary of Findings

Seven out of the seventeen respondents underwent the company-sponsored formal training on PRINCE2. Training on PRINCE2 was conducted through a combination of methods and learning modes. 42% of the respondents (both trained and untrained) read the PRINCE2 manual and another 21% relied upon previous product development document to learn about the framework using the documents as templates. 54% of the respondents felt that the training they received was highly intensive while 31% termed the training as moderately intensive. 62% of the respondents felt that the PRINCE2 training they received was effective while 38% of the respondents felt that the framework was somewhat effective.

Training on a project management framework requires that the trainees use the framework on actual projects. On the extent of use of the framework, 60% of the respondents indicated that they had used the framework to a large extent in development of mortgage products and 40% had used the framework to small extent. The researcher noted that the extent of use of the framework did not depend on whether the respondent had gone through the formal training or not. The extent of use of the framework was largely dependent on the department whereby those in user departments such as Marketing, Credit, Operations and Sales tended to be highly involved than departments such as Human resources and ICT tended were not direct users of the framework in the product development process. 47% of the respondents felt that the product development projects they were involved in were medium scale and a further 33% felt the projects were small scale. None of the respondents felt they dealt with a large scale project. 25% of the untrained and 14.3% of the trained employees described PRINCE2 as elaborate, detailed, structured and exhaustive. Most trained employees generally had positive comments about the framework. Whereas the untrained employees agreed that

PRINCE2 as elaborate detailed, structured and exhaustive, 25% of the untrained respondents felt that it made the process of product development lengthy and inefficient.

On adaptability of PRINCE2 in the development of mortgage product development, 9.3% of the respondents agreed that PRINCE2 had too many processes. 12% of the responses we in disagreed that the framework was bureaucratic and ideal for large project. 12% of responses further disagreed that it is too complex to handle small projects and these were those who had gone through formal training. Otherwise 6.7% of the responses were of respondents who felt otherwise about the framework's complexity. Despite all these, majority of the respondents agreed that PRINCE2 is a thorough project management framework. On whether PRINCE2 was a one-size-fits-all framework, 10.7% of the responses were in agreement with the statement, while 5.3% in disagreement and a further 4.0% of the statements by the respondents neither agreed nor disagreed.

The implementation of PRINCE2 in development of mortgage product at HF received management's support. Its acceptability was manifested by management's sponsorship of the training and having part of the management team receive the training alongside other employees. 24.5% of the respondents felt that this support was because management wanted to be involved in the process and therefore have an opportunity to have their input at every stage of the process and the involvement of the key stakeholders involved in product development. Interestingly, most of the respondents did not feel that management's interest on the framework was an imposition. 12% of the responses by the respondents disagreed with the statement that PRINCE2 was an imposition by management compared with 2% in agreement. Management did not offer any rewards or incentives for employees that were using the framework with 12% of the responses by the respondents citing that there were none offered for its implementation. 11% were in agreement that mentoring and coaching of product development employees was done in order to increase competency levels of the team. Further, 12% of the responses were in agreement with the fact that culture change among employees of HF was critical in ensuring that the framework is accepted in the institution.

Overall, 60% of the respondents rated PRINCE2 as somewhat user-friendly. This rating was because some of the respondents felt that there were many steps that were hindrance to faster completion of product development projects. Others felt it was a structured approach does not leave much room for innovation while others felt that due to its complexity, previous documents had been used as templates therefore its implementation lacks in thoroughness. On the other hand, some respondents

felt that it was a structured way of performing assignment or implement projects. In fact, one of the respondents indicated that the PRINCE2 process that was finally adopted was a simpler version of the original PRINCE2 framework that was introduced. The adoption of PRINCE2 had made the development and approval new mortgage products more streamlined.

On cross tabulating the various indicators of the variable with the extent of use of the PRINCE2, it revealed that there was no relationship between the various variables and the implementation of the framework on development of mortgage products. The implication of this was that irrespective of their training, how adaptable, acceptable or user-friendliness the framework was, the respondents had to use the framework as an obligations by the virtue of the fact that they were members of a product development team.

5.3 Conclusions

Formal training on PRINCE2 at the point of introducing the framework was a necessary but not sufficient factor in development of mortgage product at HF. The extent of use of the framework in actual product development projects was equally important to be able to derive the benefits of such a framework. Respondents that had been formally trained had a better appreciation of PRINCE2 than those that had learned through other means. Cascading of the principles of the framework to other untrained employees had challenges and therefore a number of employees resorted to using previous documents as templates to since it was a faster way of delivering a product than getting to learn about the numerous processes found in PRINCE2. There was hardly any large scale product development project that necessitated the full use of the PRINCE2 and this had been anticipated and therefore a 'simpler' version adopted.

The application of the 'simpler' version of PRINCE2, it was still perceived as elaborate, detailed, structured and exhaustive to a point where it made the process of product development lengthy and inefficient. Since most of the product development projects were considered to be medium to small scale, most of the respondents felt that the framework had not been scaled down enough to suit the projects they were dealing with. However, a few respondents felt that PRINCE2 was not a one-size-fits-all framework and these view would be easily attributed to those who had undergone the formal training.

HF management demonstrated its support for the framework by investing in training of its employees across the organization's hierarchy. In return, the management expected a more streamlined product development process that involves all stakeholders, has controls and in the process ensures that the company's resources are efficiently utilized. Most respondents felt that acceptability of the framework was not forced on them by management but that culture change, mentoring and coaching of employees could have contributed more towards acceptability of the framework.

Overall, most of the respondents felt that PRINCE2 framework was somewhat user-friendly when it came to developing mortgage products. Its thoroughness, structured approach and controls were appreciated since this ensured that quality mortgage products were launched in the market. However, in the highly competitive banking industry, the framework was faulted for its inflexibility and too many processes hence mortgage products would take time to go to market.

This study also recognized other factors that could have influenced implementation of PRINCE2 in development of mortgage products at HF. The researcher found that the mere fact that employees involved in product development had by default found a project management framework could have influenced its implementation offering no other alternative but the product development processes already set in place under PRINCE2. There being no alternative, employees devised ways of coping with the long processes by using previous documents as templates for subsequent product development exercises.

5.4 Recommendations

1. The management of HF needs to have interventions to institutionalize project management in the organization so that it is well appreciated across all functions and hierarchy. These interventions should be geared toward raising the level of organizational maturity in the area of project management in order to ensure those that are charged to implement projects in any area, genuinely use the framework for the benefits it brings to the process of delivering quality products and services. These interventions could include appropriate training, setting up a Project Management Office (PMO), demonstrating benefits of project management through quality products and service among other interventions.

2. The HF management needs to invest in training a few employees on PRINCE2 annually on the framework in order to have a constant number of employees that are conversant with the framework even as employees leave the organization. Even though majority of the employees that were trained attained the Practitioner level confirming that one has achieved sufficient understanding of how to apply and tailor PRINCE2 in any situation, it seems there was a gap during implementation since the internally trained employees had little guidance on application of the framework in specific projects. Continuous training would also help in refreshing trained employees on how to apply the framework as well as give untrained employees an opportunity to learn and understand the framework. As employees leave the organization, there will be an adequate number of employees who can continue implementing the framework. PRINCE2 1996 version has since been revised and an updated 2009 version launched. Continuous training will enable employees to keep abreast with latter versions of the framework and be able to realize full benefits of using the framework. Should HF find the annual training of the framework expensive other ways of encouraging and incentivizing employees to train project management framework should be introduced. This may include reimbursement of examination fees for employees that choose to sponsor themselves for the PRINCE2 course. Employees that have trained in PRINCE2 should be given opportunities to practice their knowledge on actual projects at HF whether in product development or any other project that may be running within the organization.

3. People tend to follow the path of least resistance. For any employees training in any project management framework the application of the framework and its concepts in actual projects should not add more work or consume more time than what the person's previous approach unless the process is perceived as an improvement over previous work methods. Usually if the new project management framework adds more work and employees do not see value, they opt for short-cuts therefore using previous documents as templates to get over the job as quickly as possible or employees soon revert to their old, comfortable ways. It is important that after training in such a thorough framework employees articulate in writing the principles of the framework and demonstrates how they intend to use the framework in company projects. This may require that employees document the current scenario of handling projects and how the organization stands to gain from the new method of project management. This way, the

employees are challenged to learn to adopt project management framework, principles and concepts to actual projects that they handle.

4. A Project Management Office (PMO) would also be important in not only managing the HF's project portfolio but offering advice to departments on how apply PRINCE2 framework. When employees from other departments are trained on such a framework and they resume work at their work stations, they quickly slip to their regular duties and forget about the training they received and only try to recall when called to do so. These employees have a general appreciation of the framework and its principles but this is not sufficient enough to introduce it to another colleague and even if it is done they will most likely pick only the areas they liked or they use often. The PMO will be able to offer guidance to anyone in the business that is undertaking a project since they will have a good understanding of the various framework available in the market and how to apply them to various projects being undertaken in the company. The view that project management methodologies work better alone, is long gone. Most professionals recognize that methodologies can complement each other. For instance PMP and APMP, provide the 'how' and PRINCE2 the 'what' when managing a project. The PMO therefore assumes an advisory role for all projects in the organization and sets standards on the various approaches depending on the scale of the project. Such an office will also ensure that the company adopts best practices in project management and are mandated to raise the organization's maturity in project management.

5.4.1 Suggestions for further research

This study has looked at one of the project management framework – PRINCE2 – and its application in a mortgage finance company in development of products. The researcher recommends further studies on the following:

1. Application of PRINCE2 in other sectors such as manufacturing, engineering or retail sectors in Kenya.
2. A studies on other peer project management frameworks such as PMBOK and their implementation in various companies in Kenya, Africa or developing countries round the world.

3. Another area of interest would be on the level of maturity Kenya has attained when it comes to project management in organizations outside Non-governmental organizations (NGOs) which are the biggest users of project management.

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APPENDIX

Appendix 1: Questionnaire for Housing Finance Employees Involved in Development of Mortgage products

SECTION 1: TRAINING ON PRINCE2

1. Are you aware of PRINCE2?
   - ☐ Yes [Proceed to 2]
   - ☐ No [Terminate]

2. Did you attend any formal training on PRINCE2?
   - ☐ Yes [Proceed to 3]
   - ☐ No [Go to 4]

3. Kindly indicate the highest level you attained on PRINCE2.
   - ☐ PRINCE2 Foundation
   - ☐ PRINCE2 Practitioner
   - ☐ PRINCE2 Professional

4. How did you get to learn about PRINCE2?
   - ☐ I was taught by a colleague.
   - ☐ I read the PRINCE2 manual.
   - ☐ I looked at previous documents and adopted the templates
   - ☐ Other (Kindly explain)

   _____

   _____

   _____

5. In regard to the intensity and effectiveness of the training you received, how would you describe the training you received whether formally or informally;

5a. Intensity of the PRINCE2 training	5b. Effectiveness of the PRINCE2 training
☐ High	☐ Effective
☐ Moderate	☐ Somewhat effective
☐ Light	☐ Ineffective

6. Have you ever used your knowledge on PRINCE2 in the development of mortgage products at HF?

☐ Yes to a large extent
☐ Yes to a small extent
☐ Rarely
☐ No [Terminate]

7. How would you describe your experience in implementation of PRINCE2 in the development of mortgage products at HF?

_____

_____

_____

SECTION 2: ADAPTABILITY OF PRINCE2

8. Which project scale did you implemented PRINCE2 in relation to development of mortgage product at HF?
   ☐ Large scale.
   ☐ Medium scale.
   ☐ Small scale.

9. Based on your knowledge and use of the PRINCE2 framework, How strongly do your agree or disagree with the following statements?

	Strongly disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	I don't Know
PRINCE2 has too many processes.						
PRINCE2 is bureaucratic or only applicable to large-scale projects.						
PRINCE2 is a thorough project management framework						
PRINCE2 is too complex to handle small product development projects						
PRINCE2 has been adopted as a 'one-size-fits-all' framework for big and small projects						

SECTION 3: ACCEPTABILITY OF PRINCE2

10. How involved have you been in implementing PRINCE2 in the development of mortgage products?
    ☐ The whole product development process.
    ☐ Only part of the product development process.
    ☐ Passively as a member of product development team
    ☐ Other (Please explain)

_____
_____
_____
_____

11. In your opinion, what would you say was the level of acceptability of PRINCE2 framework in development of mortgage products?
   - ☐ High
   - ☐ Medium
   - ☐ Low
   - ☐ I don't know

12. Do you think the implementation of PRINCE2 in development of mortgage products received support from the HF management?

12a.	12b. Why?
☐ Yes	
☐ Somewhat	
☐ No	
☐ I don't know	

13. Below are statements about acceptability of PRINCE2 by employees at HF in relation to development of mortgage products. How strongly do you agree or disagree with the statements?

	Strongly disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	I Don't Know
PRINCE2 was an imposition from management						
Mentoring and coaching of the product development employees was done to increase competency levels of the teams						
Culture change among the employees of HF was critical in ensuring that PRINCE2 is accepted.						
HF management offered employees rewards and incentives to encourage employees to use PRINCE2 in development of mortgage products.						
That the consultant who trained employees on PRINCE2 played a key role in ensuring that employees accepted PRINCE2 in development of mortgage products						

SECTION 4: EASE OF USE OF PRINCE2

14. On the ease of use, how would you describe PRINCE2 in development of mortgage products at HF?

14a.	14b. Why?

☐ Very user-friendly	
☐ Somewhat user-friendly	
☐ Not user friendly	
☐ I don't know	

15. What are some of the creative ways you have used PRINCE2 principles to suit the kind of product development project(s) you have handled?

_____

_____

_____

Appendix 2: Research Clearance Permit

NACOSTI

**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

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NAIROBI-KENYA

Ref: No.

Date:

4th December, 2013

NACOSTI/P/13/0188/432

Victor Keriri Mwangi
University of Nairobi
P.O.Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Factors influencing the implementation of prince2 in development of mortgage finance products: A case of Housing Finance, Kenya,*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for a period ending **1st March, 2014.**

You are advised to report to **the Chief Executive Officer, Housing Finance, Kenya** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

DR. M. K. RUGUTT, PhD, HSC.
DEPUTY COMMISSION SECRETARY
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Copy to:

The Chief Executive Officer
Housing Finance, Kenya.

National Commission for Science, Technology and Innovation is ISO 2008: 9001 Certified

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CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

NACOSTI

National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 748

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MR. VICTOR KERIRI MWANGI
of UNIVERSITY OF NAIROBI, 11679-100
Nairobi,has been permitted to conduct research in *Nairobi County*

on the topic: *FACTORS INFLUENCING THE IMPLEMENTATION OF PRINCE2® IN DEVELOPMENT OF MORTGAGE FINANCE PRODUCTS: A CASE OF HOUSING FINANCE, KENYA*

for the period ending:
1st March,2014

Permit No : NACOSTI/P/13/0188/432
Date Of Issue : 4th December,2013
Fee Recieved : Kshs khs1000.00

Applicant's
Signature

Secretary
National Commission for Science,
Technology & Innovation

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